

The Indian Institute of Public Administration

FOURTEENTH ANNUAL REPORT

1967-68

*Presented to the Annual General
Meeting on 28th October, 1968*



**INDRAPRASTHA ESTATE
RING ROAD
NEW DELHI-1**

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THE
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
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This Report covers the activities of the Institute during the year April 1967—March 1968. It also contains the audited statement of accounts and the annual balance sheet for the period under review. As the annual meeting of the General Body of the Institute is held six months after the period covered under the Report, some of the subsequent developments also find a mention in the Report.

1. ORGANISATIONAL MATTERS

Shri Y. B. Chavan, Union Home Minister, was unanimously elected President of the Institute for the year 1967-68 at the Thirteenth Annual Meeting of the General Body held on the 28th October, 1967.

The Executive Council, at its Seventy-Fifth meeting held on the 28th October, 1967, re-coopted Shri Asoka Mehta, Shri H. C. Mathur, Shri L.P. Singh, Shri T.P. Singh as members for the year 1967-68 and co-opted Shri B. Venkatappiah against the remaining one vacancy. Shri V. V. Chari was co-opted by the Council as a Member on April 6, 1968, in the vacancy caused by the demise of Prof. D. G. Karve. The Council re-elected Shri Asoka Mehta as its Chairman at its meeting held on the 28th October, 1967. The detailed composition of the Executive Council and its Committees as during 1967-68 is at Appendix I.

The Executive Council held 5 meetings during the year.

The Executive Council appointed the following members to constitute the Standing Committee:

1. Shri Asoka Mehta (Chairman)
2. Shri V. T. Dehejia
3. Shri D. S. Joshi

4. Prof. Shanti Kothari
5. Dr. P. S. Loka Nathan
6. Prof. M. V. Mathur
7. Shri D. L. Mazumdar
8. Shri H. M. Patel
9. Shri K. L. Rathee
10. Shri T. P. Singh
11. Dr. J. N. Khosla (Secretary & Director)

The Standing Committee held *one* meeting during the year.

Demise of Prof. D. G. Karve

During the year under report, the Institute suffered an irreparable loss in the passing away, on the 29th December, 1967 of Prof. D. G. Karve, the first Director, Founder Life-Member, and also Member of the Executive Council of the Institute since its inception. The members of the staff of the Institute met on the 29th December to condole Prof. Karve's sad demise. The Executive Council at its meeting held on the 6th April, 1968 placed on record its high appreciation of the invaluable services rendered to the Institute by Prof. Karve.

Demise of Shri H. C. Mathur

The Institute suffered another loss with the passing away on June 12, 1968, of Shri H. C. Mathur, M.P., Member of the Administrative Reforms Commission and a Member of the Institute's Executive Council almost since its inception.

MEMBERSHIP

During the year 1967-68, 294 were admitted to the membership of the Institute (Ordinary 233; Corporate 17; Associate 39; Life 5); 14 Ordinary Members compounded their subscriptions for Life Membership; and 52 Ordinary and 4 Corporate Members resigned. Eight members whose names had been removed earlier for non-payment of subscription were re-admitted. Eight Ordinary and three Life Members ceased to be members of the Institute on account of their death.

Names of 278 Ordinary and 4 Corporate Members were removed for non-payment of dues for nearly three years or over,

repeated efforts to persuade them to pay the arrears having proved infructuous.

The total membership of the Institute as on the 31st March 1968, was as follows:

Ordinary	1,531
Corporate	171
Life	174
Total			1,876

(These figures do not include Associate Members, whose number stood at 55 at the end of March 1968.)

The number of Ordinary Members who were in arrear as on the 1st April, 1968, was 695. Of these 276 had not paid their subscription for two years and more.

Thirteenth Annual General Meeting of the General Body

The Thirteenth Annual Meeting of the General Body of the Institute was held on Saturday, the 28th October, 1967. In the unavoidable absence of Shri G. L. Nanda, M.P., President of the Institute, Shri Asoka Mehta, Chairman of the Executive Council presided.

Implementation Committee

The Implementation Committee was appointed by the Executive Council on April 29, 1967, to give effect to the various recommendations of the Evaluation Committee (Chairman, the late Shri S. G. Barve). It has met 13 times so far.

The Committee consisted of Dr. P. S. Lokanathan (Chairman) and Sarvashri D. L. Mazumdar, V. S. Hejmadi, M. V. Mathur, Shanti Kothari and N. K. Mukarji and the Director (Members). It submitted its final report to the Executive Council at its meeting held on December 15, 1967. A summary of the recommendations of the Implementation Committee, as approved by the Executive Council, is given in Appendix II.

The following basic considerations underlie these recommendations:

- (1) (a) There should be a combined organisational arrangement for developing competence in the Institute for programmes of executive development, training, research and consultancy. (b) There should be no differentiation between Members of the Faculty engaged primarily in research and those engaged in training.
- (2) The Institute's role in programmes of executive development and training cannot be effective beyond a point without some considerable advance in research in the various fields of public administration.
- (3) Development of research of high quality in the Institute calls for specialisation in different areas and sub-areas of public administration. As personnel with specialised competence in several of these different fields are not readily available, they would have to be especially developed through a programme of personnel recruitment and development.
- (4) The staffing of the Institute's Faculty should be of a diversified pattern, as recommended by the Barve Committee. It means that while the Institute should have a nucleus staff in every area and sub-area of specialisation, it should be supplemented by personnel obtained on tenure basis from Government and universities and by Visiting Professors.

The action taken by the Institute on the major recommendations of the Evaluation Committee and the more detailed proposals of the Implementation Committee has been as follows:

- (1) The Master's Diploma Course in Public Administration conducted by the Indian School of Public Administration was discontinued from the academic year 1967-68. Subsequently, the School Advisory Board and the Academic Committee have been abolished. The School as a separate entity has ceased to exist and the School Office has been re-designated as the Training Office.

- (2) Short-term training courses as suggested by the Implementation Committee were organised during the year. Details of these courses are given in subsequent section.
- (3) The various sub-areas of specialisation as recommended by the Implementation Committee are being organised. The existing staff of the Institute has been allocated work according to this plan of organisation of sub-areas. For manning the remaining sub-areas, posts were advertised. Filling up of the posts has, however, been withheld pending finalisation of proposals for developing consultancy services in the Institute.
- (4) It has been decided to have only two levels of research staff in the Institute below that of Reader. A Selection Committee has been set up to review the cases of the existing research staff for their placement in the re-organised cadres.
- (5) Services of two senior administrators from the Government of India were availed of for research work in the Institute during the year. This follows the recommendation of the Evaluation Committee which had stressed the necessity for 'cross-fertilisation' between practitioners and academicians of public administration.
- (6) As recommended by the Evaluation Committee, increasing efforts are being made to take up problem-oriented research. This is now the accepted policy, which is borne out by the type of studies taken up by the Institute for the Administrative Reforms Commission.
- (7) The pay-scales of Professors and Readers have been revised to bring these at par with the University scales.
- (8) The distinction, for purposes of membership of the Faculty, between those who are primarily engaged in giving training courses and those who are primarily occupied with research, has been removed. The

Faculty has been reorganised to include senior research staff of the Institute.

(9) Action is under-way to set up a Research Council (called Academic Council by the Evaluation Committee), on the lines suggested by the Implementation Committee. This will help involve the Faculty actively in the planning and organisation of research, training and consultancy work of the Institute.

Several of the recommendations of the Evaluation Committee are of the nature of policy guide-lines and call for not one specific action but a series of action over a period of time. These recommendations have been adopted as the policy statements to guide future action.

II. ACTIVITIES OF THE INSTITUTE

(1) RESEARCH AND CONSULTANCY

The research effort of the Institute during the year of Report was mainly concentrated on the studies taken up by it to assist the Administrative Reforms Commission in its work. Sixteen studies have so far been completed and their reports made available to the Commission.*

(a) Studies taken up under the ARC grant

The following 4 research studies were assigned to the Institute by the Administrative Reforms Commission:

1. Control of Panchayati Raj Institutions.
2. Experience of Citizens with regard to Administration
3. Union-State Relations in Urban Development.
4. Relations between Legislators, Ministers and Civil Servants.

A grant of Rs.92,000 was sanctioned by the Government of India on the recommendation of the Reforms Commission to meet the direct costs of these studies. All the 4 studies have been completed and their reports submitted to the Commission.

(b) Studies taken up under the Special Ford Foundation Grant

The following studies taken up on behalf of or for ARC

* As on October 1, 1968.

under the Special Ford Foundation grant have been completed and their reports submitted to ARC:

1. Utilisation by Industry of the Researches of National Laboratories
2. Machinery and Procedures for the Redress of Citizens' Grievances in States.
3. Union-State and Inter-State Relations in Multi-purpose River Valley Projects
4. Re-organisation of District Collectorate;
5. Career Planning and Placement of Senior Officers at the Centre and in States
6. Position Classification in Public Services
7. Combination of Executive and Secretariat Posts in the Government of Himachal Pradesh
8. Administration of Public Enterprises—the Steel Industry
9. Relations between Specialists and Generalists
10. Relations between Politicians and Administrators at the District level
11. Utilisation of the Results of Medical and Agricultural research (Three Reports)
12. Systems of Payments and Receipts at Treasuries.

In addition, 55 case studies have also been completed. Their details are given in Appendix III.

The first drafts or interim reports of the following 5 studies are ready:

1. Recruitment and Promotion Procedures in the Atomic Energy Commission
2. Working of the Scientists' Pool
3. Pricing, Budgeting and Efficiency in Public Enterprises
4. Administrative Growth
5. Bureaucracy and Development Administration in India.

Details about the Faculty staff and the civil servants who directed or carried out the above mentioned studies are given in Appendix IV.

(c) *Work for the ARC Study Team on the Machinery for Planning*

IIPA Unit on Planning continued to work for the A.R.C. Study Team on the Machinery for Planning, with Dr. H. K. Paranjape working as its Member-Director of Studies. The Team submitted an interim report to the Reforms Commission in March, 1967 and the final report in December, 1967.

In addition to the above mentioned studies, the following research projects were also taken up/continued during the year under report:

1. Effect of Rent Control on House Construction in Delhi. (Assigned by National Buildings Organisation—completed)
2. Ten Cases in Research and Development (completed)
3. Scientific Institutions in the Government of India. (nearing completion)
4. Organisation of the Government of India (Revised edition—nearing completion)
5. State-Local Relations in Municipal Administration (in progress)
6. Systems of Cities in India (in progress)
7. Depth Study of Experience in Preparing Five Year Plans (in progress).
8. Public Investment—India (in progress).
9. Voting Behaviour in 1967 General Elections. (assigned by Planning Commission—(in progress).
10. Working of the Building Department of the Delhi Municipal Corporation. (assigned by Ministry of Home Affairs—in progress)
11. Working of the Assessment Department of the Delhi Municipal Corporation. (assigned by Ministry of Home Affairs—in progress)

The Framing of India's Constitution, a major project, which is directed by Shri B. Shiva Rao, is nearing completion. Four

volumes of selected documents have already been printed and the study volume is presently in the Press. All the five volumes will be released in November, 1968.

The Institute took up and completed during the year under report a job classification assignment for Air India. Another job classification assignment for the USAID is presently in progress.

The Institute staff, in addition to their research and training assignments, wrote a number of papers and articles and participated in the work of several committees and conferences. Dr. J. N. Khosla continued to serve on the ARC Study Teams on "Machinery of the Government of India and its Procedure of work" and State-level Administration". Dr. H. K. Paranjape was appointed Member of the Industrial Licensing Policy Enquiry Committee. Dr. S. K. Goyal was appointed Honorary Economic Adviser of the Committee. Dr. M. J. K. Thavaraj has been appointed Chairman of the Kerala Taxation Enquiry Committee. Details in regard to academic contribution of the staff of the Institute during the year are given in Appendix V.

The research fellows in the Institute are carrying out the following research studies:

- The Andhra Pradesh Regional Committee.
- Social Administration of an Urban Metropolis.
- Personnel Administration in the Oil Sector.
- Administrative System in Nepal.
- Administration of the NEFA.
- Planning and Agricultural Development with reference to Bihar.

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FOREIGN CONSULTANTS

In its research assignments the expert assistance of the following Ford Foundation Consultants were availed during the year:

1. Dr. Ross Pollock, Assistant Director (Career Development) U.S.A. Civil Service Commission, Washington, D.C.
2. Dr. Norman Kaplan, Professor of Policy Studies in Science and Technology, George Washington University.

3. Prof. Edwin A. Bock, President, U.S. Inter-University Case Program.
4. Dr. Glen, O' Stahl, Director, Bureau of Policy and Standards, U.S. Civil Service Commission.

(2) TRAINING

In pursuance of the recommendation of the Evaluation Committee, the Institute discontinued the MDPA Course from the academic year 1967-68. In its place, a number of short-term Executive Development Training Programmes as suggested by the Implementation Committee were organised by the Institute during the year under report. The courses on Techniques of Administrative Improvement were run at the instance of the Department of Administrative Reforms and those for municipal employees at the instance of the Ministry of Health, Family Planning and Urban Development. The other Programmes were run in association with the Training Division of the Ministry of Home Affairs.

First Course in Social Welfare Administration (December 8—23, 1967)

The aim of the Course was to bring together senior officers working in strategic positions in the field of social welfare administration and make it possible for them (i) to study problems relating to policy and plan formulation in the field of social welfare services and services for the welfare of backward classes, (ii) to have a close look at the implementation of various existing programmes at different levels, (iii) to identify shortcomings in the present administrative set-up, personnel procedures and other aspects of the implementation of the programmes and to suggest ways and means of improving them, and (iv) to examine the possibilities of securing optimum use of the resources and finding new resources. The focus of the course was on techniques and methods of achieving improvements in the administration of social welfare and allied services.

Besides lecture-discussion sessions, the participants formed two syndicates to study the following topics:

1. Review of Social Welfare Services in three Plans for better planning in the future; and

2. Utilisation of voluntary agencies and grants-in-aid administration.

The participants had an opportunity to study the working of the Directorate of Social Welfare, Government of Rajasthan and other allied institutions in Jaipur. The group also visited some of the Social Welfare Institutions in Delhi.

The Course was inaugurated by Dr. D. R. Gadgil, Deputy Chairman, Planning Commission on December 8, 1967 and the Concluding Session was addressed by Shri Asoka Mehta, Minister for Petroleum and Chemicals and Social Welfare, Government of India on December 23, 1967.

Prof. V. Jagannadham was the director of the Course.

General Course in Development Administration
(February 12—March 3, 1968)

The aim of the Course was to acquaint middle and senior level administrators with some knowledge of the social sciences necessary for administrative decision-making and also with the tools and techniques of administration developed by management sciences in recent years.

The Course laid emphasis on the study of the administrative process in relation to selected development programmes in the field of industry and agriculture. The course also dealt with the administrative organisation and problems of personnel required for the formulation and execution of development programmes and the use of the newer tools and techniques of management in the administration of development programmes. The programme was divided into three sections namely, (i) the development process as a whole, (ii) industrial development, and (iii) agricultural administration.

Twenty seven senior officers of the Central and State Governments and Union Territories attended the course. Apart from lecture-discussion sessions, the participants formed three syndicates to study the following topics:

1. Personnel for Development;
2. Economic Growth; and
3. Implementation of Plans.

The participants visited the Bharat Heavy Electricals Plant at Hardwar as part of the training course.

The Course was inaugurated by Dr. B. N. Ganguli, Vice-Chancellor, University of Delhi on February 12, 1968 and the Concluding Session was addressed by Dr. M. Channa Reddy, the then Minister for Steel, Mines and Metals, Government of India on March 3, 1968.

Prof. N. Srinivasan was the director of the Course.

The Seventh and Eighth Appreciation Courses on "Techniques of Administrative Improvement"

At the instance of the Department of Administrative Reforms of the Ministry of Home Affairs, Government of India, the School organised two Appreciation Courses on "Techniques of Administrative Improvement" on the following dates:

Seventh Course	July 24—Sept., 23, 1967
Eighth Course	January 1—March 2, 1968.

The Courses were intended for Officers at the level of Deputy and Under Secretaries in the Central Ministries, Officers of equivalent rank in the Secretariats and Districts in the States as well as Officers from the Public Sector Undertakings and other specialised services like engineering, forestry, police, finance, etc. The aim of the Course was to facilitate better appreciation of the practical problems and needs of administrative reforms at various levels of administration. The emphasis was on the orientation of the officers in the practical application and use of administrative techniques to enable them not only to undertake organising of the programming for administrative reforms in their respective organisations but also to execute those programmes and provide guidance to others engaged in the implementation of similar programmes.

The Seventh Course was inaugurated by Shri S. Ranganathan, Comptroller and Auditor General of India on July 24, 1967 and the Concluding Session was addressed by Shri V. C. Shukla, Minister of State, Ministry of Home Affairs, Government of India on September 23, 1967. Seventeen Officers from the Central and State Governments participated in the Course.

The Eighth Course was inaugurated by Shri R. Prasad, Secretary (Services), Ministry of Home Affairs, Government of India, January 1, 1968 and the Concluding Session was addressed by Shri H. V. Kamath, Member, Administrative Reforms Commission on March 2, 1968. Fifteen Officers from the Central and State Governments participated in the Course.

Apart from day-to-day lecture-discussion, the participants were grouped in syndicates to study chosen topics of administrative importance. In addition, the participants were organised into survey teams to conduct administrative surveys of selected agencies assigned to them.

The following were the topics for the Syndicates:

SEVENTH COURSE

1. Executive Development in India;
2. Administration of the Secretariat in India;
3. Administrative Reforms at the District Level.

EIGHTH COURSE

1. Organising and Planning Administrative Reforms;
2. Central Secretariat Service;
3. Relationships between deliberative and executive wings in local Government.

The following agencies were assigned to the participants for conducting administrative surveys;

SEVENTH COURSE

1. Food and Relief Organisation (Government of Bihar);
2. Functioning of the Officer-oriented System in the Finance Department and of the Conventional System in the Public Department (Government of Madras); and
3. Directorate of Agriculture (Government of Uttar Pradesh).

EIGHTH COURSE

1. Administration of Agricultural Productivity Programme with special reference to: (i) high yielding varieties; and (ii) contourbunding (Government of Madhya Pradesh);

2. Office of the Director of Public Instruction. (Government of Mysore); and
3. Utilisation of Grants-in-aid to non-official educational Institution (Government of Uttar Pradesh).

To acquaint the officers with the practical application and use of administrative techniques in the field of programming, project planning and control, etc., study tours to Bangalore Woollen, Cotton and Silk Mills Ltd., and the Hindustan Aeronautics Ltd., Bangalore were included as part of the training programme of the Seventh Course. The Imperial Tobacco Company of India Ltd., the Indian Institute of Social Welfare and Business Management and the Indian Institute of Management, Calcutta were studied by the participants in the Eighth Course. The participants of the courses also visited the Staff Inspection Unit of the Ministry of Finance, the Department of Administrative Reforms, the Planning Commission and the Headquarters Office of the International Business Machines, New Delhi.

Dr. S. R. Maheshwari was the director of these Courses.

Training Course on "Survey Research"
(September 5—9, 1967).

The Course concentrated mainly on data processing techniques with some references to data collection techniques such as sampling, framing of questionnaire, pre-testing and pilot study. The data processing techniques which were dealt with included the use of code to transfer verbal information in Fortran, the construction of a code, the making of tables; including metric tables, their interpretation, evolution of typologies through comparison of tables and collapsing of the code. In addition to lectures, the course included coding practice sessions and visits to Computer Centre of the Planning Commission, the I.B.M. and the National Council of Applied Economic Research.

The participants numbering twenty included two civil servants each from Gujarat and Madras, 3 research workers from Lucknow University and 11 research workers from the Institute. The Course was inaugurated by Mr. Eric P. da'Costa, Director, Indian Institute of Public Opinion on September 5, 1967.

Prof. V. Subramaniam was the director of the Course.

Training Courses for Municipal Employees

The Centre for Training and Research in Municipal Administration, set up as a wing of the Institute with a grant-in-aid from the Union Ministry of Health, Family Planning and Urban Development, conducted during the year two short-term training courses for the senior municipal executive and technical officers and the cantonment executive officers.

The first course which was held during August 2 to August 26, 1967, was meant exclusively for municipal technical officers. There were seven participants from different parts of the country, of whom five were engineers and two education officers. This course was inaugurated by Shri B. S. Murthy, Union Deputy Minister for Health and Family Planning, and the concluding session was addressed by Shri Hans Raj Gupta, the Mayor of Delhi.

The second course was given during November 6 to December 16, 1967. It was attended by twenty-four participants, of whom eighteen were officers from different corporations and municipalities in the country and eight were from the Afro-Asian countries such as Afghanistan, Ceylon, Malaysia, Sierra Leone and Tanzania. This Course was inaugurated by Dr. S. Chandrasekhar, Union Minister for Health and Family Planning, and the concluding session was addressed by Shri A. N. Jha, Lt. Governor of Delhi.

The training courses included lecture-discussions on topics of significance to municipal administration and were designed not only to widen the mental horizon of the trainees but also to bring out the need of an integrated approach towards urban problem. This effort is further fortified by concentrated syndicate work on subject of practical importance, visits to institutions of interest, like the Family Planning Institute, Town and Country Planning Organisation, Sewage Disposal Works, etc, and by attachment to selected corporations/municipalities under the close supervision of the members of the training staff and senior officers of the local body concerned. In order to encourage study and the desire to learn and keep abreast of developments in the field of urban government, special emphasis is laid on library work and book reviews.

FOREIGN INTERN

During the year under review, the Japanese Scholar, Mr. Minro Ouchi from the Institute of Asian Economic Affair, Tokyo completed his studies at the Institute on "Government's Role in the Economic Development of India".

Four officers from Thailand who joined the Master's Diploma Course in Public Administration under the Colombo Plan Scholarships offered by the Government of India completed their studies in October 1967.

(3) SEMINARS & CONFERENCES

(i) *Workshop on "Some Aspects of Research Administration in India"*

The "Science and Government" unit of the Institute organised a three-day workshop on "Some Aspects of Research Administration in India" (from May 22 to 24, 1967). The purpose of the Workshop, which was attended by 25 Directors/Heads of the CSIR (Council for Scientific and Industrial Research) Laboratories and private research organisations in India, was to share experiences regarding research administration innovations and to thrash out common problems. The agenda of the Workshop included discussions on topics such as: Techniques used for choosing research and development projects; Methods for organising research projects; Problems and innovations in organising administrative support; Methods for gaining collaboration and commitment from the users of research results; Tested techniques for motivating and developing research personnel; Methods for "selling" the idea of research and development to industry.

The Workshop was inaugurated by Shri K. Hanumanthaiya, M.P., Chairman, Administrative Reforms Commission.

(ii) *Seminar on "The Relations of Administrative Theory and Administrative Practice"*

Prof. William A. Robson, Emeritus Professor of Public Administration at the London School of Economics and Political Science, initiated a discussion on "The Relations and Administrative Theory and Administrative Practice" at the Institute on April

15, 1967. A number of senior officers of the Government of India and members of the faculty and research staff of the Institute participated in the discussion.

(iii) *Workshop Seminar on "Some Aspects of Agricultural Research Administration in India"*

The "Science and Government" unit of the Institute organised a 'Workshop' Seminar on 'Some Aspects of Agricultural Research Administration in India' on July 27—29, 1967 at New Delhi. The Seminar was attended by agricultural research scientists, administrators working in agricultural departments at the Centre and in the States and the users of research, *viz.*, the farmers. The purpose of the Seminar was to enable the participants to share their experience regarding research administration innovations.

The Seminar was inaugurated by Shri B. Sivaraman, Secretary, Union Ministry of Food, Agriculture, Community Development and Co-operation.

(iv) *Conference on Case Studies*

A Conference on Case Studies was held on September 22—23, 1967 and was attended by 24 senior government officials who had either been assigned a case study or were expected to take up such a study. The main theme of the conference was interaction of political, bureaucratic and technological forces in development tasks. A special session of the conference was devoted to consider the relationship between the political executives and the senior government servants in the context of the changed complexion of political power in States after the recent General Election.

(v) *Seminar on "Science Organisation in India"*

The "Science and Government" unit of the Institute arranged a seminar on "Science Organisation in India" at Hyderabad, on November 17, 1967. The directors and senior scientists of CSIR, ICMR and Defence Laboratories in the country as well as academicians from Osmania University participated in the seminar.

(vi) *Conference on Personnel Administration*

A Conference on Personnel Administration, under the chairmanship of Shri H. V. Kamath, Member of the Administrative Reforms Commission, was organised during March 5—9, 1968, with a view to identifying major public personnel problems, considering alternative remedies, recommending new policies of programmes, suggesting priorities as to most needed reform and pointing to areas needing further study.

The Conference was inaugurated by Shri K. Hanumanthaiya, Chairman, Administrative Reforms Commission, with an address on "The Goals of Administrative Reforms".

Shri H. V. Kamath, Member, Administrative Reforms Commission, delivered the key-note address.

The discussion during the Conference was organised around five major areas: Staffing Higher Administrative Positions, Position Classification as a Tool of Personnel Administration, a Rational Pay Policy, Training and Career Development and Employer-Employee Relations.

Dr. Glenn Stahl, Director, Bureau of Policies and Standards, US Civil Service Commission, Washington, was specifically invited to participate in this Conference, more particularly to make a presentation of the concepts and techniques of position classification as practised in the US Federal Government.

The specific subject sessions were presided over by late Shri H. C. Mathur, Member, Administrative Reforms Commission; Shri Debabrata Mookerjee, Member, Administrative Reforms Commission; Shri V. Shankar, Member, Administrative Reforms Commission; and Shri V. V. Chari, Secretary, Administrative Reforms Commission.

Members of Parliament, Senior representatives of State Governments and the Union Government and Members of the Faculty of the Indian Institute of Public Administration and scholars from outside participated in the Conference.

The Conference concluded with an address by Dr. C. D.

Deshmukh on "The Implementation of Personnel Administrative Reforms".

The Report of the Conference has been published.

(vii) Seminar on Five-Year Municipal Development Plans

A seminar on Five-Year Municipal Development plans was organised by the Municipal Centre of the Institute during March 11 to 13, 1968. Experts on different disciplines and municipal councillors discussed the practical problems involved in the preparation, financing and implementation of the Five-Year Municipal Development Plans as an integral part of the National Five-Year Plan. Twenty four councillors including the Mayor of Baroda, four municipal administrators and few officers from the Ministry of Health, Family Planning and Urban Development took part in the deliberations of the seminar. Shri Satya Narayan Sinha, Union Minister for Health, Family Planning and Urban Development inaugurated the seminar and the concluding session was addressed by Shri Hans Raj Gupta, Mayor of Delhi. The proceedings of the seminar are being edited for publication.

(viii) Eleventh Annual Conference

The Eleventh Annual Conference of the Members of the Institute was held on October 29, 1967 under the chairmanship of Dr. P. S. Lokanathan. The subject of discussion at the conference was "Agricultural Administration with Reference to Increasing Food Production".

(4) LECTURES AND DISTINGUISHED VISITORS

The following lectures were delivered during the year under the auspices of the Institute:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>	<i>Presided by</i>
17-5-67	Dr. J. Lee Westrate, Ford Foundation Consultant.	"Essential Aspects of Research Administration."	Prof. M. S. Thacker
28-7-67	Dr. V. K. R. V. Rao, Union Minister of Transport & Ship- ping.	"Planning of Sci- entific Technolo- gical Research for Economic Deve- lopment."	Dr. D. S. Kothari

1-12-67 Mr. C. T. H. Plant,
O.B.E., General Se-
cretary of the Inland
Revenue Staff Fede-
ration, U.K.

"Some Aspects of Shri. B.
Whitley System in Shiva Rao
England.

Among the distinguished visitors to the Institute during the year, who addressed the staff of the Institute and other invitees, mention may be made of the following:

1. Prof. F. J. Tickner, Dean (Acting) of the Graduate School of Public Affairs, State University of New York at Albany, New York.
2. Mr. S. B. Bapat, Special Adviser, Training, U.N. Institute of Training and Research, United Nations, New York.
3. Prof. S. M. Burke, Professor of International Relations, Minnesota University.
4. Prof. Irving Swardlow, Associate Dean for Overseas Operations and Research, Centre for Overseas Operations and Research, Syracuse University, New York.
5. Sir Sydney Caine, Former Director of the London School of Economics, London.
6. Dr. David Butler, Fellow of Nuffield College, Oxford, England.
7. Prof. Louis Hartz, Professor of Government, Harvard University.
8. Dr. Francois van Hok, Head of the Training and Co-operation Division, Organisation for Economic Cooperation and Development, Paris.
9. Dean Stephen Bailey, the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, New York.
10. Prof. Richard N. Gardner, Professor of Law and Industrial Organisation, Columbia University, U.S.A.
11. Dr. Edward Weidner, Chancellor, University of Wisconsin, Green Bay, U.S.A.
12. Prof. R. L. Watts, Professor of Political Science, Queens University, Kingston, Ontario, Canada.

(5) PUBLICATIONS

(A) IIPA NEWSLETTER (MONTHLY)

The IIPA Newsletter continued to be published regularly during the year.

(B) PUBLIC ADMINISTRATION ABSTRACT & INDEX OF ARTICLES (QUARTERLY)

The publication of the Public Administration Abstracts and Index of Articles, which was suspended temporarily last year, was restored during the year. This periodical which used to be a monthly, is now published quarterly.

(C) THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION (QUARTERLY)

The Indian Journal of Public Administration continued to be published regularly during the year. The price of the Journal was increased from Rs. 3 to Rs. 5 per issue due to heavy increase in the cost of paper and printing.

A Special Issue (July-September, 1967—Vol. XIII No. 3) of the Journal on "Administration of Food Production" was brought out on the occasion of the Annual General Meeting of the General Body of the Institute held on 28th October, 1967.

The names of the Members of the Editorial Board of the Journal are at Appendix VI.

Shri L. P. Singh, Union Home Secretary, continued to be Editor of the Journal.

(D) BOOKS AND MONOGRAPHS

The following books and monographs were published during the year:

- (i) Ten Cases in Research and Development by N. H. Atthreya
- (ii) Social Welfare Organisation by V. Jagannadham
- (iii) Training for Community Development Personnel in India by H. R. Makhiya

- (iv) The Citizen and the Administrator in Developing Countries by S. J. Eldersveld, V. Jagannadham and A. P. Barnabas
- (v) Abolition of the Posts of Divisional Commissioner—A Case Study by A. Avasthi
- (vi) The Second Conference of Directors of the Institute of Public Administration in the Commonwealth
- (viii) Personnel Administration—The Need for Change (Report of the Conference held during March 5-9, 1968)

The following publications are under print:

- (i) The Framing of India's Constitution; edited by B. Shiva Rao (Four volumes already printed, fifth volume in the Press.)
- (ii) Social Change in a North Indian Village by A. P. Barnabas
- (iii) Agricultural Administration in India; edited by N. Srinivasan
- (iv) Administrative History of India—1834-1947: General Administration by B. B. Misra
- (v) Administration of Government Industries—Three Essays on the Public Corporation by R. S. Arora
- (vi) The Organisation of the Government of Uttar Pradesh by M. Zaheer & J. Gupta
- (vii) The Machinery and Procedures for the Redress of Citizen's Grievances in States by V. Jagannadham and H. R. Makhija
- (viii) Organisation of the Government of India (Revised Edition); edited by Ved Parkash
- (ix) Efficiency of Public Undertakings by G. P. Keshava

(6) LIBRARY AND REFERENCE SERVICES

During the year under report, the Library of the Institute acquired 4,619 volumes, bringing the total number on March 31, 1968 to 82,025 volumes of books, public documents, periodicals and newspapers.

Sixteen new titles of periodicals were added during the year. The number of periodicals received at the close of the year thus

stood at 477. The Gazette of India and the Gazettes of all States continued to be received. Fourteen Indian and four foreign newspapers were received during the year.

The depository collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development, continued to be used for reference work.

Library facilities were availed of by 1,480 persons (members 1,033; Institute and School Staff 172; Short-term Courses participants 141; and other individuals by special permission 134). The number of volumes loaned out was 10,397. Inter-library loans during the year involved 49 libraries and Government Departments, with 198 volumes loaned out and 34 volumes borrowed from other libraries.

Reference and bibliographic work during the year has been largely in connection with the work of the Administrative Reforms Commission and related Ford Foundation Projects. Twenty-one bibliographies were prepared during the year.

The half-yearly list of additions to the Library for the period January to June and July to December, 1967, was prepared.

The collection at the Library of the Centre for Training & Research in Municipal Administration continued to increase in number. During the year, 381 volumes were purchased and 420 were received gratis.

(7) OTHER ACTIVITIES

(A) PARTICIPATION IN INTERNATIONAL CONFERENCES

Dr. V. Jagannadham attended an ECAFE Seminar on "Inducing Motivations for Social Change for Overall Development in the Countries of the ECAFE Region" held at Bangkok from July 25 to August 3, 1967. He acted as a Resource Person to the Seminar.

Dr. A. P. Barnabas, Reader in Sociology, participated in a meeting of Rural Sociology experts, held in Rome from November 27 to December 1, 1967. The group had been convened by

the FAO to discuss the role of rural sociologists in solving world food problem. He contributed two papers to the meeting, one of which was a background paper.

At the invitation of the Eastern Regional Organisation for Public Administration (EROPA), Dr. J. N. Khosla, Director of the Institute, attended the 5th General Assembly and 12th and 13th Executive Council Meetings of EROPA, from June 19 to 27, 1968 at Kuala Lumpur, Malaysia. During his tour, Dr. Khosla visited the Public Administration Institutes at Singapore and Bangkok, and other organisations carrying on work in this area of research.

Dr. Khosla participated in an Inter-regional Seminar at Geneva organised by the Public Administration Division of the United Nations from August 19 to 29, 1968. The Seminar dealt with "The Development of Senior Administrators in the Public Service of Developing Countries."

Dr. Khosla and Shri N. K. Mukarji, Joint Secretary, Department of Administrative Reforms, attended the XIVth Congress of the International Institute of Administrative Sciences, held at Dublin from September 2 to 7, 1968.

(B) I.I.P.A. ESSAY COMPETITION

In all 16 essays were received for the IIPA Essay Competition, 1967, out of which 3 were rejected and 13 essays were found to be in order having complied with the prescribed conditions.

The Committee of Judges appointed to adjudge the essays did not consider any of the essays deserving the award of the first prize. It recommended the award of 2 prizes of Rs. 500 each and 1 prize of Rs. 250 for the best essays received. The following competitors were awarded prizes.:

	<i>Name of the Recipient</i>	<i>Amount of the Award</i>
1.	Shri K. Venkataraman, Deputy Secretary (Services), Government of Madras, Madras, for his essay on "Creation of Cadre of Local Civil Service Personnel".	Rs. 500

2. Shri P. D. Oka, Divisional Controller, Maharashtra State Road Transport Corporation, Akola, for his essay on "The merits and defects of the present system of relations between the administrator and the specialist".	Rs. 500/-
3. Shri Swami Raj Sharma, Excise and Taxation Officer, Jammu, for his essay on "The merits and defects of the present system of relations between the administrator and the specialist".	Rs. 250

The following subjects have been selected for IIPA Essay Prize Competition for 1968:

1. Public Administration and Science of Management
2. Tradition and Change in Indian Administration
3. Integration of Planning and Budgeting

(8) PERSONNEL MATTERS

The list of the senior staff members of the Institute is given at Appendix VII.

Dr. V. Subramaniam, Professor of Public Administration, resigned from his post on November 18, 1967. He has joined as Professor of Public Administration in the University of Zambia.

Dr. A. P. Barnabas, on completion of his assignment as Rural Sociologist in Ceylon under the FAO rejoined the Institute on October 5, 1967.

Dr. M. J. K. Thavaraj, who was awarded a Post-Doctoral Senior Fellowship in Economics by the U. S. Government to undertake research on "The Application of Performance Budgeting to Planning and Programming of Capital Facilities" at the Maxwell School of Citizenship and Public Affairs, Syracuse University, New York, rejoined the Institute on September 30, 1967.

Dr. S. R. Maheshwari who was on deputation to the Department of Administrative Reforms, Ministry of Home Affairs, as Chief Research officer rejoined the Institute and resumed duty as Reader in Public Administration on May 23, 1968.

Shri B.S. Narula, Assistant Editor, Indian Journal of Public Administration; Secretary to the Director; and Secretary, Committee on Case Studies, was appointed as Special Assistant to the Chairman, Administrative Reforms Commission, on June 23, 1967. He all the same continued to assist the Director, IIPA, generally.

Dr. Ajit M. Banerjee proceeded on extra-ordinary leave from September 24, 1967 on his appointment as Regional Advisor on Public Administration under the United Nations Economic Commission for Asia and the Far East at Bangkok.

Dr. S. Subbaramaiah, on completion of one year's assignment as Reader in Economic Policy and Administration, was relieved of his duties on September 2, 1967.

Shri J.M. Kanitkar Librarian and Reference Officer retired on completion of 60 years of age in April 1968.

VISITING PROFESSORS

Prof. Shanti Kothari, M. P., continued as Visiting Professor in Applied Administration during the year 1967-68.

III. REGIONAL AND LOCAL BRANCHES

The number of Regional Branches as on March 31, 1968 continued to be 10. With the formation of a local branch at Ajmer, the number of Local Branches increased from 8 to 9. Efforts are being made to open a Regional Branch at Calcutta and local branches at Goa and Ranchi.

The Trivandrum Local Branch of the Institute has recently been converted into a Kerala Regional Branch as the number of members from Kerala exceeded 50. One more Regional Branch has been formed at Pondicherry in September, 1968. With the conversion of the Trivandrum Local Branch into the Kerala Regional Branch and the formation of Pondicherry Regional Branch the number of Regional and Local Branches as on September 30, 1968, is 12 and 8 respectively.

The financial assistance of Rs. 22,953 was given to the

Regional and Local Branches during the year. This included the one fourth share of the subscriptions of members of the Branches.

The details regarding the office-bearers of the Regional and Local Branches are at Appendix VIII.

ACTIVITIES OF THE REGIONAL/LOCAL BRANCHES

Andhra Pradesh Regional Branch

The Andhra Pradesh Regional Branch organised a Regional Seminar on "Priorities in the Implementation of Administrative Reforms" on November 20 and 21, 1967. The Seminar was attended by the representatives of the Regional Branches of Andhra Pradesh, Madras, Mysore, Kerala and Maharashtra. Shri K. Hanumanthaiya, M. P. and Chairman, Administrative Reforms Commission, inaugurated the Seminar.

The Regional Branch completed the study on "Redressal of Citizens' Grievances at the district and sub-district levels in Andhra Pradesh" which was assigned to them by the Institute, last year. Work on the project of the Organisation and Pattern of the Government of Andhra Pradesh, is also in progress.

The Branch organised the following lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
28.4.67	Dr. J. Lee Westrate, Ford Foundation Consultant, IIPA, New Delhi.	"Basic Elements of Research Management"
17.8.67	Shri B. Venkatappiah, Member, Planning Commission.	"Some Problems of Financial Administration"
7.10.67	Mr. Joseph Greene, Minister-Counsellor, U. S. Embassy, New Delhi.	"Safeguards in Changing World".
21.10.67	Mr. J. P. L. Gwynn, ICS (Retd.).	"Services in Retrospect".

10.11.67	Dr. M. Channa Reddy, Union Minister for Steel & Mines.	"Some Impressions of a visit to the U. K. & U. S. S. R."
17.11.67	Dr. Norman Kaplan, Professor of Policy Studies in Science & Technology, George Washington University, U. S. A.	"Science and Society."
17.2.68	Shri K. N. Anantaraman, I.C.S. (Retd.), Vigilance Commissioner, Government of Andhra Pradesh.	"Some Recollections of Civil Service."
1.3.68	Shri M. P. Pai, ICS (Retd.) Chairman, Hindustan Shipyard, Visakhapatnam.	"Administration Then and Now."

Dr. Zakir Husain, President, Republic of India, attended a reception given in his honour by the Branch on August 29, 1967.

Kerala Regional Branch

A two-day Seminar on "The Report of the Administrative Reorganisation and Economy Committee 1965-67" was convened by the Branch on June 10 and 11, 1967, at Trivandrum. The Chief Minister of Kerala inaugurated the Seminar.

Maharashtra Regional Branch

The Maharashtra Regional Branch undertook a field study on the operational difficulties of small scale industrial units during the year. The study is expected to be completed shortly. The Branch also organised the following lectures during the year.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
31.8.67	Shri N. G. Abhyankar, Additional Secretary to the Government of Maharashtra.	"Recent Developments in Ghana—Their significance for India".

15.11.67 Dr. Norman Kaplan, Professor of Policy Studies in Science & Technology, George Washington University, U.S.A. "Science and Society"

17.1.68 Dr. Richard N. Gardiner, Professor of Law and International Organisation, Columbia University, U.S.A. "The Relations of Law and Politics in the United Nations"

The Branch sent a delegation to participate in a seminar on 'Priorities in the Implementation of Administrative Reforms' which was organised by the Andhra Pradesh Regional Branch at Hyderabad in November, 1967.

Madras Regional Branch

The Madras Regional Branch has been actively engaged in a membership drive during the year. The membership of the branch has increased considerably. The branch organised the following one talk during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
27.4.67	Dr. J. Lee Westrate, Ford Foundation Consultant, IIPA.	"Management Problems in Research Institutions"

The Branch is preparing plan for organising a Seminar jointly with the Regional Branches of Maharashtra, Andhra Pradesh, Mysore and Kerala, sometime in December, 1968. The subjects for Seminar will be as follows:

1. Methods of assessment of the performance of employees in Government service and in the private sector; and
2. Redressal of public grievances.

Mysore Regional Branch

The Mysore Regional Branch arranged the following talks:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
16.8.67	Prof. Peter J. Liacouras, Professor of Law at the Temple University, Phila- delphia, U.S.A.	“Myth and Reality in the Decision Process”
16.9.67	Prof. Ross Pollock, Con- sultant, IIPA	“Motivation of Workers”
31.1.68	Air Marshal P. C. Lal, Managing Director Hin- dustan Aeronautics Ltd.	“Some Problems of Management.”
27.2.68	Dr. Witold Krassowski, Associate Professor & Chairman, Department of Sociology, University of Santa Clara, Califor- nia, U.S.A.	“Successful Communi- cation—A Key to human understanding”

The Branch sent a delegation to participate in the Seminar which was organised by the Andhra Pradesh Regional Branch at Hyderabad on November 20 and 21, 1967.

The study on the “Organisation of the Government of Mysore” is ready for the Press.

Baroda Local Branch

Shri S. T. Raja, Chairman of the Gujarat Electricity Board, addressed the members of the Branch on “Administration in Agriculture”.

The Baroda Local Branch organised a symposium on “University Administration” on April 7 and 8, 1967. Dr. G. S. Patel, Vice-Chancellor, M. S. University of Baroda, and Chairman of the Branch, inaugurated the symposium.

The Branch proposes to undertake research study on Municipal Administration and the details of the programme are being worked out.

Poona Local Branch

The Poona Local Branch organised the following 4 lectures during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
22.6.67	Shri N. G. Goray, Chairman, Praja Socialist Party	“Parliament and Administration”
8.7.67	Shri V. A. Naik, President, Industrial Court, Maharashtra	“Impact of Rule of Law on Administration”
21.9.67	Dr. G.S. Kamat, Reader in the V. L. Mehta National Co-operative Management Institute, Poona	“Reorganisation of the Consumers’ Co-operative Movement in Britain”
9.12.67	Dr. H. V. Pataskar, Vice-Chancellor, University of Poona	“The Role of the Governor in Indian Constitution”
3.1.68	Shri K.N. Butani, Project Director, Case Studies, IIPA, New Delhi	“Case Studies in Administration.”

The study on the “Working of the Committee System in Poona Municipal Corporation” undertaken by the Poona Local Branch is nearing completion.

Shillong Local Branch

The Shillong Local Branch organised the following one lecture during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
10.2.68	Shri Vishnu Sahay, Governor of Assam & Nagaland	“Morale in the Public Services”

Vallabh Vidyanagar Local Branch

The Vallabh Vidyanagar Local Branch arranged the following lectures and discussions during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
17.7.67	Shri S. T. Raja, Chairman, Gujarat Electricity Board	“The Present Challenge to Administration”
12.8.67	Shri Prafull Bhatt, Commercial Manager, Amul Dairy, Anand	“The F.A.O.—Its Organisation and Working”
6.9.67	Shri K.D. Buddha, Principal, [Orientation and Study Centre, Junagadh	“Panchayati Raj in India”
9.9.67	Shri M. D. Desai, Agro-Economic Research Centre Vallabh, Vidyanagar	A discussion on “Some Aspects of the Hybrid Bajra Programme in Gujarat”
11.11.67	Dr. J. H. Adhvaryu, Sardar Patel University, Vallabh Vidyanagar	A discussion on “The Present Economic Malaise”

IV. FINANCE AND ACCOUNTS

Grants from the Government of India

The Institute received from the Government of India a grant of Rs. 8,30,000 for meeting the recurring expenditure. The Government of India also sanctioned a grant-in-aid of Rs. 1,36,000 and Rs. 70,000 for the Centre for Training and Research in Municipal Administration and for the Executive Development Programme respectively besides a grant-in-aid of Rs. 44,000 for the survey of the Assessment Department of the Delhi Municipal Corporation, out of which only a sum of Rs. 11,000 was received during the year. Details of receipts and expenditure are given in Appendices IX and X.

Grant from the A.R.C.

A special grant of Rs. 92,000 was sanctioned in 1966-67 by

the Government of India on the recommendation of the A. R. C. for taking up four studies for the Commission. A sum of Rs. 40,000 was received during the year 1966-67 and the balance amount, *viz.*, Rs. 52,000 during the current year.

The major payments from out of the recurring grant-in-aid from the Government, were on the following items:

Establishment including Teaching, Research & Library staff)	Rs.	6,19,844.00
Scholarships & Fellowships	Rs.	44,338.00
Publications	Rs.	76,931.00
Library (Books, Periodicals & Equipment)	Rs.	69,683.00
Office Expenses, Services and contingencies & Misc.	Rs.	1,13,772.00
Building Maintenance, Taxes and Electricity & Water charges.	Rs.	1,24,201.00

Ford Foundation Grant

The balance on 31st March, 1967 from the second (Supplementary) Ford Foundation Grant was Rs. 1,13,877.49. Funds to the extent of Rs. 1,00,670.72 were utilised during the year. This includes a sum of Rs. 83,063.62 utilised for research on Planning Machinery. The balance left on 31st March, 1968 was Rs. 13,206.77. Details in this regard are given in Schedule A of Appendix. XI.

The third Ford Foundation Grant of \$ 291,000 sanctioned during 1966-67 for research for the Administrative Reforms Commission included \$ 105,000 (Rs. 7,87,500) for rupee expenditure in India and \$ 20,000 (Rs. 1,50,000) for expenditure on travel and study abroad. Total amount received during the year 1966-67 was Rs. 5,00,200. The balance on 31st March, 1967 was Rs. 4,36,239.91. A sum of Rs. 3,48,000 (Rs. 2,73,000 plus \$ 10,000) was received during the year. A sum of Rs. 5,009.25 representing interest was credited by the First National City Bank of New York into our Savings Fund Account with them.

Expenditure incurred during the year on the various studies, etc., was Rs.6,80,641.02. Details of the receipts & expenditure are given in Schedule A of Appendix XI. Proposals regarding a new fourth Ford Foundation Grant meant mainly for development of Faculty and the Consultancy services at the Institute were discussed during 1967-68. An agreement in this regard was signed in August 1968.

Total Payments

The total payments on account of all the activities of the Institute during the year under review, including payments on programmes and projects undertaken with the assistance of grants received from the Ford Foundation and the Government of India, were Rs. 22,50,797.61, excluding closing cash and bank balances.

The Statement of Income and Expenditure and Balance Sheet with Schedules are given in Appendices X and XI

M/s S. Vaidyanath Aiyar & Co. continued to work as Honorary Auditors for the Institute during the year under report.

Budget Estimates For 1968-69.

The Budget Estimates for 1968-69 are given in Appendix XII.

V. CONCLUSION

The account of activities of the Institute during the year given in the preceding pages indicate broadly the new dimensions in the research efforts of the Institute. In its research work, the Institute has attempted to concentrate on problem-oriented studies. This is borne out by the nature of assignments the Institute has undertaken in the recent past to assist the Administrative Reforms Commission in its work. Some of these studies have been acknowledged in the reports of the Study Teams of the Reforms Commission.

The Case Study Programme has made considerable progress during last one year. Sixty Case Studies have already been completed and a few more are at various stages of finalisation. These Case Studies have been selected in important areas of administration, mainly for pedagogic and operational use.

Another new area of activity in which the Institute is trying to develop is consultancy service. Some pilot work in this area has been taken up recently and it is proposed to develop this activity further, with the financial support from the latest Ford Foundation Grant. A sub-committee of the Executive Council of the Institute is presently seized with the problem of demarcating the main areas in which consultancy services can be developed in the Institute and suggesting the issues to be covered in and type of personnel needed for the consultancy assignments.

The present research effort of the Institute, will, however, need further strengthening if it is to make a perceptible impact on Indian administration. Research in the field of administrative reforms and improvements would require special attention. It will be relevant to mention here the role which the Administrative Reforms Commission has suggested for the Institute in this regard. In its Report on "Machinery of the Government of India and its Procedures of Work" submitted to the Government of India recently, the Commission has recommended the development of "specialised competence of a high order in various fields and tools of public administration" at the Institute. It has suggested that professional institutes like the IIPA should in particular take up studies and "investigations of the following types: (1) Streamlining the procedure and practices at points where private trade and industry and ordinary citizens come into contact with administration. (2) Improvement of the machinery for redress of public grievances and for public relations. (3) Studies in areas wherein it is important to inspire the confidence of the public in the objectivity of the findings. (4) Studies on improvement of morale, motivation and attitude of public officials. (5) Problems of interaction between the political and administrative processes which have an impact on the tone of the administration. (6) Studies on the applicability of foreign administrative techniques and systems to local conditions in India. (7) Problems of administrative reorganisation and improvement in semi-government organisations and autonomous public sector undertakings."

There has been a considerable expansion in the Institute's training programme extending over various areas of public administration. The Institute organised a number of executive development programmes for middle and senior level employees of

the Central and State Governments as also training courses for municipal executives. Efforts are being increasingly directed to make these courses professional objective-oriented and research-based. These courses are either of a general type aiming at orientation in new methods and techniques, or relate to specialised areas of administration. The courses for the senior personnel are designed to deal more with problems of decision-making on policy matters and administrative leadership. The content of each course is determined in terms of actual needs by consulting the appropriate authorities and further revised as experience is gained. Most of these courses have been conducted in active collaboration with the Training Division of the Ministry of Home Affairs.

Further reorganisation of the Institute's training programmes will have to await the results of the appraisal that the Government of India is making of the needs of training of their senior employees. The policy in this regard, it is to be hoped, will be finalised by the Government of India after the Administrative Reforms Commission has submitted its recommendations on the subject to the Government. The Reforms Commission has already made recommendations regarding training of 'Planning' personnel in its report on 'Machinery for planning'. It has suggested for the utilisation of facilities available with professional bodies like the Indian Institute of Public Administration for conducting orientation and refresher courses in this area.

The major reorganisation process through which the Institute is currently passing has raised a host of administrative and financial problems. It is hoped that the Institute would soon overcome these difficulties and after reorganisation it will be in a better shape to help solve the various problems faced by the present-day Indian administration.

The Institute is thankful to the Government of India for the increased financial support and interest in the activities of the Institute. The Institute is grateful to the Ford Foundation for its generous special grant which has enabled it to take up assignments for the Administrative Reforms Commission, as also for the new grant mainly for strengthening the Faculty and particularly the consultancy services at the Institute. Thanks are also due to many public men and civil servants who have handsomely contributed towards various activities of the Institute.

APPENDIX I

**THE
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Patron**

Dr. S. Radhakrishnan
Formerly President of India

Executive Council

(As on September 30, 1968)

President

Shri Y.B. Chavan

Union Home Minister

Chairman, Executive Council

Shri Asoka Mehta

Formerly Union Minister of Petroleum & Chemicals and Social Welfare.

Vice-Presidents

Dr. P.B. Gajendragadkar

Vice-Chancellor, University of
Bombay.

Shri Gurmukh Nihal Singh

Formerly Governor of Rajas-
than.

Dr. C. D. Deshmukh

Formerly Vice-Chancellor, University of Delhi.

Dr. A.N. Jha

Lt. Governor, Union Territory
of Delhi.

Shri D.P. Mishra

Formerly Chief Minister of Madhya Pradesh.

Shri C. Subramaniam

Formerly Union Minister for Food, Agriculture, Community Development and Cooperation.

Honorary Treasurer

Shri D.L. Mazumdar

Formerly Director, India International Centre, New Delhi.

Elected Members

Shri N. H. Attreyan

Director, Modern Management Counsel, Management Consultants, Bombay.

Dr. A. Avasthi

Professor of Political Science, University of Saugar, Sagar.

Shri V. V. Chari

Secretary, Administrative Reforms Commission, New Delhi.

Shri V. T. Dehejia

Chairman, State Bank of India, Bombay.

Shri M. V. Desai

Adviser (PIP), Planning Commission.

Shri Gopeshwar Nath

Chief Welfare Officer, Ministry of Home Affairs, Government of India.

Shri V.S. Hejmadi

Formerly Chairman, Union Public Service Commission.

Shri D.S. Joshi

Cabinet Secretary, Cabinet Secretariat.

Prof. Shanti Kothari

Member, Rajya Sabha.

Dr. P. S. Lokanathan

Formerly Director-General, National Council of Applied Economic Research.

Prof. M.V. Mathur

Director, Asian Institute of Educational Planning and Administration, New Delhi.

Shri N. K. Mukarji

Joint Secretary, Department of Administrative Reforms, Ministry of Home Affairs.

Shri H.M. Patel

Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.

Shri K.L. Rathee	Formerly Commissioner, Municipal Corporation of Delhi.
Dr. K.N. V. Sastri	Retired Professor, Mysore University.
Shri C.M. Trivedi	Formerly Member, Planning Commission.

Co-opted Members

Shri T.P. Singh	Secretary, Ministry of Finance, Government of India.
Shri L. P. Singh	Secretary, Union Ministry of Home Affairs.
[Shri B. Venkatappiah	Member, Planning Commission.

Ex-officio Member & Secretary

Dr. J. N. Khosla	Director, Indian Institute of Public Administration
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Standing Committee

Shri Asoka Mehta	Prof. M.V. Mathur
Shri D.S. Joshi	Shri H.M. Patel
Prof. Shanti Kothari	Shri D. L. Mazumdar
V. T. Dehejia	Shri K. L. Rathee
Dr. P.S. Loka Nath	Shri T. P. Singh

Dr. J.N. Khosla

Library Committee

Members of the Executive Council nominated by it

Shri N. H. Atthreya	Director, Modern Management Counsel, Management Consultants, Bombay.
Shri M. V. Desai	Adviser (PIP) Planning Commission, New Delhi.

Ex-officio Members

Dr. J. N. Khosla,
Director, IIPA.

Librarian & Reference Officer,
IIPA

*Members of the Faculty nominated by the Chairman
of the Executive Council*

Prof. N. Srinivasan

Professor of Political Science,
IIPA

Dr. H.K. Paranjape

Professor of Economic Policy
and Administration, IIPA.

Building Advisory Committee

Chairman

Shri D. L. Mazumdar

Formerly Director, India International Centre, New Delhi.

Members

Shri M. L. Nanda

Engineer-in-Chief, C.P.W.D, Government of India.

Shri S.K. Joglekar

Chief Architect, C.P.W.D.

Financial Adviser, C.P.W.D.

—

Director, Institute of Applied Manpower Research, New Delhi.

Shri K.N. Butani*

Director, IIPA.

Dr. J. N. Khosla

Committee on Case Studies

Chairman

Shri D. S. Joshi

Cabinet Secretary, Government of India

Members

Shri L.P. Singh

Secretary, Union Ministry of Home Affairs.

Shri P.R. Nayak

Secretary, Department of Petroleum, Ministry of Petroleum and Chemicals, Government of India.

Shri N.K. Mukarji

Joint Secretary, Department of Administrative Reforms, Ministry of Home Affairs.

*Only for business relating to the Institute's building for the Institute of Applied Manpower Research.

Shri Ajit Mozoomdar	Joint Secretary and Director, Department of Co-ordination, Ministry of Finance.
Prof. M.V. Mathur	Director, Asian Institute of Educational Planning and Administration, New Delhi.
Prof. S.V. Kogekar	Formerly Principal, Fergusson College, Poona and Member, Forward Markets Commission, Bombay.
Dr. Jitendra Singh	Member, Directing Staff, Administrative Staff College of India, Hyderabad.
Dr. J. N. Khosla	Director, IIPA.
Shri K.N. Butani	Project Director and Director, Institute of Applied Manpower Research, New Delhi.
Shri B.S. Narula	Secretary.

APPENDIX II

SUMMARY OF THE RECOMMENDATIONS OF THE IMPLEMENTATION COMMITTEE ON THE RECOMMENDATIONS OF THE EVALUATION COMMITTEE WHICH CALL FOR SPECIFIC ACTION

(I) INTRODUCTION

The recommendations of the Evaluation Committee may, for purposes of implementation, be classified into two broad categories: (i) Recommendations calling for specific action; and (ii) Recommendation in the nature of policy guide-lines.

The recommendations of the (ii) category should be accepted *in toto* as policy guide-lines for the future.

As regards the recommendations of category (i), the decisions taken by the Implementation Committee and its proposals in regard to them are summarised below.

(II) TRAINING COURSES, SEMINARS AND CONFERENCES

(1) The training and other courses of the Institute should in future be "professional objective-oriented and with a practical bias", and of the following types:

- (a) Training courses of short duration for middle and senior level public officials.
- (b) Short *ad hoc* courses and seminars by way of orientation for senior civil servants (including specialists).
- (c) Seminars and conferences for:
 - (i) University teachers and professional staff of sister training institutions engaged in public administration and allied fields; and
 - (ii) Ministers, party executives, Members of Parliament and State Legislators, senior civil servants

and teachers and scholars of public administration and allied subjects. (*vide* para 7 of the report)

The Institute's programme for 1967-68 should include:

- (i) Three appreciation courses on techniques of administrative improvement.
- (ii) One course in survey research methodology.
- (iii) One course in "Decision-making in Administration".
- (iv) Development Administration : A General Course.
- (v) Development Administration: A course in Social Welfare Administration
- (vi) One course in Budgeting and Financial Control.
- (vii) One course in Planning at the State Level. (*vide* para 11 of the report)

(3) The Director should have the necessary discretion in organising these courses according to a schedule to be determined in consultation with the Government. (*vide* para 12 of the report)

(4) These and other courses to be organised in future should usually be of a short duration, *i.e.*, about 1 to 8 weeks, and should cater for the training needs of officers of middle and senior level in the Central and State Governments and in public enterprises. (*vide* para 13 of the report)

(5) There should be an integrated approach to the Institute's activities in the field of training and research. If the new courses are to be really useful, the Institute's Faculty must make some significant contribution by drawing upon its own empirical research and the relevant research done abroad. (*vide* para 16 of the report)

(6) For the year 1968-69, two more courses may be added which should later form a part of the long-term executive development programme. The short-term training courses during 1968-69 and thereafter should be built primarily around: (a) Organisation & Management, (b) Development Administration, and (c) Financial Administration. These areas should be included among the major fields for specialisation for purposes of research. (*vide* para 15 of the report)

(7) A residential executive development course of six-month duration cannot be taken up by the Institute in the immediate future. The Government's policy with regard to training may not be precisely defined till after the ARC report. Besides, such a course would need considerable preparation. (*vide* para 19 of the report)

(8) With the abolition of the MDPA course, the Institute's new role in regard to universities has to be conceived in terms of efforts to help the universities to improve their standards of teaching in this field. The Institute could organise seminars and conferences on the preparation of teaching materials, use of case studies, problems of research methodology and the like. At least one such meeting should be organised every year. (*vide* para 17 of the report)

(9) A high priority should be given to the recommendation of the Evaluation Committee relating to organisation of summer schools, syndicates and conferences for promoting exchange of experience between the political administrators, legislators and leaders of public opinion on the one hand, and civil servants and academics on the other. A conference on "Relations between Politicians and Administrators" should be held in the first quarter of 1968. (*vide* para 20 of the report)

(10) A conference of leading professional institutions engaged in training of administrators and business executives, in particular, in-service training institutes or schools of the Central and State Governments, should be held every year. (*vide* para 21 of the report)

(III) RESEARCH

(11) The Institute's research should largely be problem-oriented, and research effort should be specially concentrated in areas where training courses are to be developed. (*vide* para 24 of the report)

(12) The first important step which needs to be taken immediately is to constitute such areas of specialisation as can be maintained with the existing academic and research personnel. (*vide* para 26 of the report)

(13) The Institute should develop specialised competence mainly in five major fields, namely: (1) Organisation and Management, (2) Development Administration (Economic) Programmes, (3) Development Administration (Social and Rural Programmes), (4) State-Level Administration, and (5) Financial Administration. Specialisation in selected sub-areas in these five major fields appears to be very necessary. Keeping in view the various considerations mentioned earlier, we would like to recommend the following scheme of specialisation:

With the existing posts including those presently lying vacant	With additional financial resources
1	2
<i>(A) Organisation & Management</i>	
1. Administrative Organisation and Theory	3. Comparative Public Administration
2. Personnel Administration	4. Administration of Scientific institutions
	5. Modern Aids to Administration (e.g., Linear Programming, PERT CPM, operations research, etc.).
<i>(B) Development Administration (Economic Programmes)</i>	
1. Planning Machinery and Process	2. Industrial Administration (including public enterprises and Government regulation of private industry)
<i>(C) Development Administration (Social & Rural Programmes)</i>	
1. Social Policy and Administration	3. Agricultural Administration
2. Rural Development Administration (including Pan-chayati Raj institutions)	

(D) *State-Level Administration*

- 1. Union-State Relations
- 3. State-level Administration
- 2. Municipal Administration

(E) *Financial Administration*

- 1. Financial Control and Budgeting
- 2. Financial Administration relating to public enterprises
- 3. Financial Administration for Development
- 4. Administration of Centre-State Finances

(F) *Supporting Areas*

- 1. Research Methodology (including statistics)
- 2. Case Studies (*vide* para 29 of the report)

(14) Each of the major fields of specialisation, could in due course, be headed by a Senior Professor. To begin with each specialised sub-area should have at least a Professor or a Reader. The strength of Lecturers and Research Assistants would vary with the requirements of each Unit. (*vide* paras 30 & 31 of the report)

(15) The Director should be free to accept the demands for research and consultancy from Government, provided the necessary resources are available to him. It will be a real advantage to Government as well as to the Faculty itself, if the Institute could develop capabilities for consultancy. (*vide* para 35 of the report)

(16) It is estimated that during the next 4 or 5 years, an Academic Faculty of about 8 Professors, 10 Readers and 12 Lecturers should form the hard core both for training and research. (*vide* para 38 of the report)

(17) Under the integrated set-up proposed, it would be inappropriate to have a "Chief Research Officer". This post

should, therefore, be converted into that of a Reader. (*vide* para 38 of the report)

(18) Further, there should not be more than two levels below that of the Reader: one of the Lecturer/Research Analyst (in the present pay-scale of the Lecturer of Senior Research Officer), and the other of the Research Assistant (in the present pay-scale of Assistant Research Officer). The existing junior post may be suitably upgraded in accordance with this pattern. A selection Committee should be appointed to review the performance of the existing research staff and to fit them into the upgraded posts on the basis of an objective assessment of their qualifications, experience and work (*vide* para 38 of the report)

(19) The practice of securing the services of administrators and university teachers for research and training should be continued. (*vide* para 39 of the report)

(20) The number of research fellowships for research by Government officials and university teachers should be increased from 7(as at present) to 10. (*vide* paras 40-41 of the report)

(21) Each long-term project should be initiated after it has been cleared by a project advisory committee set up for the purpose. It should be the Director's responsibility to see that the project advisory committees meet regularly to approve of the research design, watch the progress, scrutinise the report and assess the result. (*vide* para 43 of the report)

(22) Viewing the problem of participation of the academic staff in the Institute's professional work in its broad perspective, and bearing in mind that in future the main activities of the Institute will be concentrated on training and research rather than teaching, a Research Council rather than an academic council should be set up. This Research Council should consist of 12 members, including the Director (Chairman), 4 Professors, 3 Readers, 1 Lecturer and 3 other members who are specialists in different areas of public administration. (*vide* para 45 of the report)

(IV) PUBLICATIONS, ADMINISTRATIVE INTELLIGENCE AND REFERENCE SERVICES

(23) The post of Assistant Editor should be immediately

separated from that of the Secretary to Director and filled through open advertisement by a person with research qualifications but having orientation in journalism. (*vide* para 47 of the report).

(24) The Assistant Editor should look after the printing and publication work of the Institute, including the Journal, the Perspectives and the Newsletter. He should as well attend to all, the publicity and press relations work of the Institute and have the additional designation of Information Officer. (*vide* paras 47 & 48 of the report).

(v) ASSOCIATIONAL ACTIVITIES

(25) The important areas of associational activities which call for immediate action are :

- (a) To increase and sustain the Institute's membership;
- (b) To improve the quality of services which are being rendered to the members;
- (c) To improve the standard of professional discussions at seminars and conferences;
- (d) To activate the Local and Regional Branches already established and to set up new ones where they do not exist; and
- (e) To maintain better liaison with the Central and State Governments. (*vide* para 50 of the report)

(26) The Government of India should be approached to review their decision concerning a special grant-in-aid of Rs. 12 lakhs for the development of the Branches. (*vide* para 52 of the report)

(vi) ORGANISATIONAL MATTERS

(27) In pursuance of the recommendations of the Evaluation Committee, the Executive Council has already approved of the revision of scales of pay of the School Faculty and senior research and administrative staff. The posts of the Research Assistants and Research Officers should be up-graded as indicated in recommendation No. 18 above. (*vide* para 54 of the report).

(28) The Director should submit to the Standing Committee in due course proposals for such increases in the pay scales of the supervisory administrative staff as are needed. (*vide* para 55 of the report)

(29) The proposals for suitable increase in the daily allowance admissible to the academic and research staff and for delegation of financial powers to the Director of research projects should be submitted by the Institute's Director to the Standing Committee after the Sub-Committee presided over by Shri D. L. Mazumdar has reported. (*vide* paras 56 & 57 of the report)

(30) In view of the fact that in future the main duties of the Faculty will be concerned with training and research and not with teaching, except for consultancy work taken up on behalf of the Government on the basis of a project grant-in-aid, no honorarium should be paid for studies or other research work falling under the activities of the Institute even if some of them are financed from long-term foreign assistance. (*vide* para 58 of the report)

(31) In the case of consultancy projects, the honorarium may be limited to 10 per cent of the project's cost subject to a maximum of Rs. 2,500. (*vide* para 58 of the report)

(32) In all appointments whether made by the Director or a higher authority, the process of going through a Selection Committee is compulsory. With the latter safeguard, the Director's powers of appointment should be enlarged to cover all regular posts up to and including the level of Lecturer (pay scale : Rs. 500—950). (*vide* para 59 of the report)

(33) At present the Director cannot create any temporary post even if money can be found by reappropriation from savings. The Director should be authorised to create a temporary post up to and including the level of Reader (Pay scale Rs. 800—1350) for a period not exceeding 6 months, provided funds can be found internally or from some special grant (*vide* para 59 of the report)

(VII) THE ADMINISTRATIVE SERVICES

(34) With the abolition of the MDPA Course, it is no longer

necessary to keep a separate administrative office for the School. The administrative offices of the School and the Institute should be amalgamated. It would, however, be necessary to set up a small training unit for providing some common services for the organisation of training courses. (*vide* para 61 of the report)

(35) The training unit should consist of two cells—a programme cell and a documentation cell. The documentation cell should also include special arrangements for stencilling of papers for the courses as well as research memoranda and reports by an expert in the job. (*vide* para 61 of the report)

(36) (a) The working of the hostel needs considerable improvement.

(b) A senior member of the Faculty should be its Warden, as the new training courses will include participants of senior and middle levels of civil servants. (*vide* para 62 of the report)

(37) The Institute's offices should be reorganised on the basis of modern methods and techniques of administration. (*vide* para 65 of the report)

(38) The Budget for 1967-68 was divided into three heads as follows : (i) Programme items; (ii) Administrative items, and (iii) items common to both (i) and (ii). As this is one of the crucial recommendations of the Evaluation Committee, it needs to be accepted *in toto*. In the annual budget for 1969-70, the third head of estimates, *i.e.*, items of common expenditure, should be confined to the cost of building maintenance, overheads, etc. For the year 1970-71, the Institute should be able to switch on to a full-fledged system of programme budgeting. (*vide* para 66 of the report)

(VIII) THE LEADERSHIP ROLE OF THE DIRECTOR

(39) The Executive Council of the Institute has already approved of the appointment of a Deputy Director. He should either be an academic person possessing adequate administrative experience, *or* an academically-oriented civil servant who is familiar with research work and therefore, understands the problems and needs of researchers. (*vide* para 68 of the report)

(40) The Deputy Director should primarily supervise the work of the three service divisions : the administrative services, the Library and Reference services and Publications and Information, and should also undertake such other work relating to research and training as may be assigned to him by the Director. (*vide* para 68 of the report)

(41) The Director would need the aid of a high-power Co-ordinator of Research to help him in research management, in the coordination of research projects and in the development of integrated research perspectives. The Research Coordinator should also serve as a principal processing officer and expeditor of the business of the Research Council and a regular and continuing link between the Research Council and the Faculty members in charge of individual research projects.

The Coordinator of Research, if he is to be effective, must be a person who by reason of his training, experience and background is likely to command the confidence and respect of the Academic Faculty. He should be treated as a member of the Academic Faculty, but need not necessarily be an academic person and indeed in the initial years, it may be an advantage that he should not be so. It is also not necessary for the incumbent of this office to be a full-time officer of the Institute like the other members of the Faculty, but he should be an individual who is conversant with the problems of research and research development. (*vide* para 69 and 70 of the report)

(IX) CONCLUSION

(42) The Director of the Institute and the members of its various governing committees should be always on the look out for real talent. The Institute should have a clear-cut and bold policy of talent-hunting and attracting and retaining competent personnel. (*vide* para 72 of the report)

(43) In making appointments to higher posts—in the Faculty or otherwise, the claims of people already working in the Institute whether in a permanent or temporary capacity should be fully considered subject, of course, to their meeting the tests laid down for the evaluation of their performance. (*vide* para 73 of the report)

(44) With the establishment of the Research Council, the existing Academic Committee, the School Advisory Board and the Committee of Direction would obviously become redundant and should be abolished. (*vide* para 74 of the report)

(45) The Institute's Executive Council should immediately take up with the Government of India the question of increased grant for the Institute as recommended by the Evaluation Committee.

APPENDIX III

LIST OF CASE-STUDIES COMPLETED DURING 1967-68

Project Director, Case Study Programme
Shri K. N. Butani

Sl. No.	Title of Case-study	Author
1.	Abolition of the Posts of Commissioners in M.P. and their revival	Prof. A. Avasthi, University of Saugar.
2.	Transfer of the Collector of Matsyapura	Brij Mohan, Ex-Civil Defence Assistant, District Collectorate, Ludhiana.
3.	Package Scheme of Incentives for Dispersal of Industries	V. Srinivasan, Managing Director, The State Industrial & Investment Corporation of Maharashtra Ltd., Bombay.
4.	Modern Rice Mills in India —Two linked case-studies	N. K. Bhojwani, Chief (Food), Planning Commission New Delhi.
6.	Indian Vegetable Oils Ltd.	A. D. Moddie. Resident Director, Hindustan Lever Ltd., Express Building, New Delhi.
7.	Of Logs & Men	Devinder Nath, Secretary, Department of Industries, M.P. Government, Bhopal.

Sl. No.	Title of Case-study	Author
8.	Railmen's Cooperative Bank	Rajendra Dev, Principal, Railway Staff College, Baroda.
9.	The Establishment of Fertilizer Corporation of India	Dr. Laxmi Narain, Osmania University, Hyderabad.
10.	The Bus Fare Rise	J.B. D'Souza, General Manager, BEST, Bombay.
11-12	Rubber in the Andamans— (1956—67)—two Case-studies —The Pilot Project & —The Katchal Project	K. N. Butani, IIPA, New Delhi.
13.	The Location of a Primary Health Centre in Kekawada	Anil Bhat, Centre for the Study of Developing Societies, Delhi.
14.	Setting up of Primary Health Centre in Amarpur	H. R. Chaturvedi, Centre for the Study of Developing Societies, Delhi.
15.	Utilisation of Small Irrigation Tanks in Sunder Shehar Taluka	Do.
16.	Asking Government to Pay for Water Supply Scheme	Do.
17.	The Distribution of Subsidy to the Adivasis	Anil Bhat Do.
18.	District Panchayat Asserts for Autonomy	H. R. Chaturvedi Do.
19.	Reclamation of Kharland	Anil Bhat Do.

Sl. No.	Title of the Case-study	Author
20.	Building Water Works in two villages of Chandnagar District.	H. R. Chaturvedi Do.
21.	District Panchayat Plans for Agricultural Development	H. R. Chaturvedi Do.
22.	Where is the Fun If We Do Not Use Power ?	H.R. Trivedi IIPA
23.	Allotment of P.W.D. Quarters To Panchayat Staff in Rampur District.	H. R. Trivedi, IIPA
24.	The Price of Power for the Korba Aluminium Plant.	Devinder Nath, Secretary, Department of Industries, M. P., Bhopal.
25.	The Rate of Return	K. N. Butani, IIPA, New Delhi.
26—31.	The Special Areas Development Programme : A Cluster of Six Case-studies —SADP : Genesis, Evolution & Resource Allocation —The SADP in the Adma-mans —The SADP in Chanda —The SADP in the Cham-bal Ravines (Madhya Pradesh & Rajasthan) the Vindhya Pradesh region of Madhya Pradesh	K. N. Butani

Sl. No.	Title of the Case-study	Author
	—The SADP in Malnad	
	—The SADP in Orissa	
32.	The Raising of Working Capital by the Nizam Sugar Factory (1960-68)	Prof. V. V. Ramanadham Director, Institute of Public Enterprise, Hyderabad.
33.	Construction of the Etah-Barhan Railway Line of the Northern Railway	Inder Sahai, Deputy Secretary, Jaisalmer House, Ministry of Labour, E. & R., New Delhi.
34.	Pricing of Natural Gas	Prof. S. Samuel, IIM, Ahmedabad.
35-36	Municipal Taxation—Two Case-studies : (i) Shilapa Nagar Case (ii) Kilapur	K. C. Sivaramarishnan, Chief Executive Officer, Durgapur Development Authority, W. Bengal.
37.	The Implementation of the Scheme for the Production of High Yielding Seeds in the State of Maharashtra.	P. R. Dubhashi, Director, Vaikunth Mehta National Institute of Co-operative Management, Poona.
38.	Management in Crisis—Nizam Sugar Factory	G. V. S. Mani, Managing Director, The Nizam Sugar Factory, Hyderabad.
39.	The Installation of a Coal Washing Plant at Kargali	Dr. M. J. K. Thavaraj & K. L. Handa of IIPA
40.	The Lumpsum provision of fifty lakhs	Do.

Sl. No.	Title of the Case-study	Author
41.	Re-appropriation of eighty-two lakhs	Dr. M. J. K. Thavaraj & K. L. Handa of IIPA
42.	Raising of Working Capital by S. I. I. C.O.M.	V. Srinivasan, Managing Director, The State Industrial & Investment Corporation of Maharashtra Ltd., Bombay
43.	Fertilizer Distribution for High Yielding Varieties Programme in Kanpur District (1967).	S. S. Sidhu, Collector, Kanpur.
44.	Re-organisation of District Administration in Andhra Pradesh (1967)	B.P.R. Vithal, Secretary, Planning Department, Andhra Pradesh.
45.	Revival of the Korba Fertilizer Project	W. S. Tambe, Managing Director, M. P. Audyogic Vikas Nigam Ltd., Bhopal.
46.	Purchase of Burdwan-Katwa Light Railway	Rajendra Dev, Principal, Railway Staff College, Baroda.
47.	The Groundnut Oil Crisis in Gujarat State (1963-64)	K. Sivaraj, Secretary, Industries Department, Ahmedabad.
48.	The Wasteland Case.	F. C. Heredia, Secretary, Department of Agriculture, Ahmedabad.
49.	Pricing in Hindustan Insecticide Ltd.	Dr. G. P. Keshava. IIPA, New Delhi

Sl. No.	Title of the Case-study	Author
50.	Family Planning Programme in Mehboobnagar (1967)	S. N. Achanta, Collector, Chittor.
51.	The Director of Social Welfare : Creation and Abolition of the Post.	H. R. Trivedi, IIPA
52.	Provident Fund Scheme for School Teachers	R. Gopalaswamy, Secretary, PWD, Kerala Government
53.	Forging an Industrial Project	Dr. Ram K. Vepa, Managing Director, Andhra Pradesh Industrial Development Corporation
54.	Establishment of a Bearings Plant in Andhra Pradesh.	Do.
55.	Manpower Planning— Expansion of Mining Engineering Education	P. M. Abraham, Joint Director, IAMR, New Delhi.

APPENDIX IV

DIRECTING STAFF OF THE STUDIES TAKEN UP ON BEHALF OR FOR THE ADMINISTRATIVE REFORMS COMMISSION

1. "Control of Panchayati Raj Institution"	Dr. Iqbal Narain (under the guidance of Prof. M. V. Ma- thur)
2. "Experience of Citizens with regard to Administration"	Dr. A. P. Barnabas
3. "Relations between Legislators, Ministers and Civil Servants"	Shri B. S. Narula
4. "Union-State Relations in Urban Development"	Shri A. Datta Shri M. Bhattacharya
5. "Utilisation by Industry of the Re- searches of National Laboratories"	Shri N. H. Athreya Shri Ved Prakash
6. "Machinery and Procedures for the Redress of Citizens' Grievances in States"	Dr. V. Jagannadham Shri H. R. Makhija
7. "Union-State and Inter-State Rela- tions in Multipurpose River Valley Project"	Dr. S. Subbaramiah
8. "Re-organisation of District Collecto- rates"	Shri R. K. Trivedi
9. "Career Planning and Placement of Senior Officers at the Centre and in States"	Shri G. Mukharji
10. "Position Classification in Public Services"	Shri M. M. Kohli

11. "Combination of Executive and Secretariat Posts in the Government of Himachal Pradesh"	Dr. A. R. Tyagi
12. "Administration of Public Enterprises —the Steel Industry	Shri Mahesh Chandra
13. "Relations between Specialists and Generalists	Prof. V. Subramanian
14. "Relations between Politicians and Administrators at the District Level"	Prof. Shanti Kothari
15. "Utilisation of the Results of Medical and Agricultural Research"	Dr. D. Anand Shri N. H. Atthreya Shri G. S. Pendse
16. "Systems of Payments and Receipts at Treasuries"	Dr. M. J. K. Thavaraj Shri K. L. Handa
17. "Case Studies"	Shri K. N. Butani
18. "Recruitment and Promotion Procedures in the Atomic Energy Commission"	Dr. Jitendra Singh
19. "Working of the Scientists' Pool"	Shri Ved Prakash Dr. S. Rajaraman
20. "Pricing and Budgeting and Efficiency in Public Enterprises"	Dr. G. P. Keshava
21. "Administrative Growth"	Dr. B. B. Mishra
22. "Bureaucracy and Development Administration in India"	Dr. V. A. Pai Panandikar.

APPENDIX V

RESEARCH PROJECTS UNDERTAKEN AND OTHER MAJOR ACADEMIC CONTRIBUTIONS MADE BY THE STAFF OF THE INSTITUTE

1. Dr. J. N. Khosla
 - “Methods and Techniques for Training of Senior Administrators” (A paper prepared in March 1968 for the U. N. Seminar on the Development of Senior Administrators in the Public Services of Developing Countries, held in Geneva from August 19 to 29 August 1968).
 - “Delhi : Its Government, Politics and Planning” (A paper written jointly with Shri A. Datta for inclusion in third edition of “Great Cities of the World”, ed. W. A. Robson and D. E. Regan).
 - “Administrative Reforms in India” (A paper prepared for the fifth General Assembly of EROPA, held at Kuala Lumpur from June 19 to June 27, 1968).
 - Member, A.R.C. Study Teams on
 - (a) Machinery of the Government of India and its Procedures of Works; and (b) State-Level Administration
 - Delivered six lectures at outside organisations one each at : Indian Council of Cultural Relations ; Rajasthan Officers’ Training School; State Bank of India;

Kurukshetra University ; Ministry of Foreign Affairs, Singapore; Centre for Advanced Studies, Singapore.

2. Prof. N. Srinivasan

- “The General Elections of 1967” (Jointly with Prof. V. Subramaniam—a study project assigned by Planning Commission—in progress)
- Proceedings of the Second Conference of Directors and Principals of Institutes of the Commonwealth—1967. (Edited).
- Administrative Machinery at the Centre for Food Production ; Article published in I.J.P.A. Special Number 1967.
- Delivered lectures at Institute of Mass Communication and the Institute of Constitutional and Parliamentary Studies.

3. Prof. V. Jagannadham

- “Machinery and Procedures for Redressal of Citizens’ Grievances (Jointly with Shri H.R. Makhija—study undertaken for the A.R.C.—report completed)
- “Building Department of the Delhi Municipal Corporation” (Jointly with Shri N. S. Bakshi—study assigned by Ministry of Home Affairs—report completed)
- “Assessment Department of the Delhi Municipal Corporation” (Jointly with Shri N. S. Bakshi—study assigned by Ministry of Home Affairs—in progress).
- “Recruitment and Working Conditions of Welfare Personnel” (A

paper contributed to the second Regional Seminar on 'Meeting the Social Welfare Manpower needs in South East Asia and Western Pacific Region' at Tokyo, September, 1967).

- Written eleven articles, including "A critique of Organisational Aspects of Planning for Children and Youth"; "Prevention of Crime in Welfare State"; "Administrative Leadership in India"; "Decision-making and Polities in Education"; "Decision-making and Communication in the Family."
- Delivered a number of lectures, including those at the Institute of Constitutional and Parliamentary Studies, Indian Hospital Association, Delhi School of Social Work, Family Life Institute, Asian Institute of Educational Planning and Administration and Lucknow University.

4. Prof. H. K. Paranjape

- “Depth Study of Experience in Preparing Five Year Plans” (in progress)
- Member and Director of Studies, A.R.C. Study Team on Machinery for Planning.
- Member, Industrial Licensing Policy Enquiry Committee.
- Corresponding Member, International Committee for Studies in National Planning.

5. Prof. Shanti Kothari

- “Relations between Politicians and Administrators at the District

level" (Study undertaken for the A.R.C.—completed).

—Delivered lectures at the University of Udaipur, Rotary Club of North Delhi and Lions Club Ghaziabad.

—Written eight articles, including "Some Recent Political Trends in India"; "New Look and New Leadership: West Bengal Test Case"; "Present Political Situation and the Congress"; and "A comment on the Current Political Trends in India".

6. Prof. G. Mukharji

—“Social Implications of Urbanisation” (Paper submitted at the Seminar on “Law and Urbanisation in India”, organised by the Indian Law Institute at Allahabad from December 26 to 31, 1967.

7. Shri B. S. Narula

—“Relations between Legislators, Ministers and Civil Servants” (Study assigned by A.R.C.—completed).

—Special Assistant to the Chairman, Administrative Reforms Commission.

8 Dr. A.P. Barnabas

—“Sociological Aspects of Land Resettlement in Ceylon” (Study undertaken for the FAO—completed)

—Agricultural Administration (in progress).

—“Teacher and Social Change” (A paper prepared for the Seminar on Sociology of Teaching,

organised by NCERT in Bombay in February 1968).

—Delivered lectures at the Central Institute of Training and Research in Panchayati Raj.

9. Dr. M.J.K. Thavaraj

—“System of Payments and Receipts at the Treasuries” (Jointly with Shri K. L. Handa—study undertaken for the A.R.C.— completed).

—“Public Investments in India” (in progress).

—“Establishment of Coal Washing Plant at Khargali” (case study—jointly with Shri K. L. Handa).

—Chairman, Kerala Taxation Enquiry Committee.

—Written two articles, *viz.*, “External Economics and Investment Programmes” and “Grants-in-Aid in the Context of the Present State of the Indian Union.”

—Delivered Lectures at the Philippine College of Public Administration, University of Malaysia, University of Thailand, Asian Institute of Economic Development (ECAFE), and Officers’ Training School, Jaipur.

10. Dr. S.R. Maheshwari

—“Indian Administration”, book published by Orient Longmans, 1968.

—Written two articles, *viz.*, “Theory and Practice of Officer-Oriented System in India” and “Informal Consultative Committee of Parliament.

—Delivered a series of lectures at the Delhi School of Social Work; College of Nursing, Delhi; and Secretariat Training School, Delhi.

11. Shri A. Datta

- “Effect of Rent Control on House Construction in Delhi” (Study taken up for the National Buildings Organisation—completed).
- “State Local Relations in Municipal Administration” (Jointly with Shri M. Bhattacharya—in progress).
- “Central Conditional Assistance for Urban Development” (Paper submitted at the Seminar on “Law and Urbanisation in India”, organised by the Indian Law Institute at Allahabad from December 26-31, 1967).
- “Delhi: its Government, Politics and Planning” (jointly with Dr. J. N. Khosla, for the book “Great Cities of the World” edited W.A. Robson and D. E. Regan).
- “A General Purpose Grant to the Urban Local Bodies” (Paper published in the Souvenir in Commemoration of the Sixth Conference of Municipal Cooperations, Trivandrum, 1968).
- “Some Fiscal Aspects of Calcutta’s Basic Development Plan” (Article)

12. Dr. S.K. Goyal

- Research Associate, “Depth Study of Experience in Preparing Five-Year Plans” (Study in progress)
- Hon. Economic Adviser,

Industrial Licensing Policy Enquiry Committee

—Research Associate to the Director of Studies, A.R.C. Study Team on Machinery for Planning.

13. Dr. G.P. Keshava

—“Efficiency in Public Undertakings” (Study taken up for the A.R.C.—completed).

—“Pricing and Budgeting in Public Enterprises” (Study taken up for the A.R.C.—in progress).

—“Administrative Decision Making on Pricing in the Hindustan Insecticides Limited (Case Study—in progress).

—“Pricing Policy of Public Enterprises” (Article).

14. Shri M. Bhattacharya

—State-Local Relations in Municipal Administration (Jointly with Shri A. Datta—in progress).

—State-Local Relations in Urban Development (Paper submitted at the Seminar on “Law and Urbanisation in India”, organised by the Indian Law Institute at Allahabad from December 26 to 31, 1967).

—“Some Administrative Aspects of Calcutta’s Basic Development Plan” (Article).

15. Dr. B. D. Raheja

—“Systems of Cities in India” (Study in Progress)

—“Administrative Reorganisation of State Governments in U.S.A” (Article).

—“Measuring Economic Base of

a Metropolitan Area—A case study of Washington SMSA" (Article).

16. Shri Ved Prakash

- “Utilisation by Industry of the Researches of National Laboratories” (Jointly with Shri N.H. Atthreya—study taken up on behalf of the A.R.C.—completed).
- “Organisation and Management of Scientific Research”—an annotated bibliography (Edited).
- “Organisation of the Government of India, Revised Edition” (Edited—nearing completion)
- “Scientific Institutions under the Government of India” (in progress)
- “Working of the Scientists’ Pool” (Jointly with Dr. S. Rajaraman—study taken up on behalf of the A.R.C.—in progress).
- “National laboratories and Industrial Development” (Article).

17. Shri K. L. Handa

- “System Payments and Receipts in Government Treasuries” (Jointly with Dr. M.J.K. Thavaraj—Study assigned by A.R.C—completed).
- “Establishment of a Coal Washery at Khargali” (Case study, jointly with Dr. Thavaraj—in progress).
- “Delegation of Financial Powers” (Study in progress).

APPENDIX VI

THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION

Editor

Shri L.P. Singh

Secretary, Ministry of Home Affairs, Government of India.

Editorial Board

Dr. J.N. Khosla

Director, Indian Institute of Public Administration.

Prof. S.V. Kogekar

Formerly Member, Forward Markets Commission, Bombay.

Prof. V.K.N. Menon

Formerly Director, Indian Institute of Public Administration.

Dr. K.V. Sastri

Retired Professor, Mysore University.

Shri S.L. Shakdher

Secretary, Lok Sabha.

Assistant Editor

Shri B. S. Narula

APPENDIX VII

SENIOR STAFF MEMBERS OF THE INSTITUTE

Dr. J.N. Khosla	Director
Prof. N. Srinivasan	Professor of Political Science
Prof. V. Subramaniam*	Professor of Public Administration
Prof. V. Jagannadham	Professor of Social Policy & Administration
Prof. H.K. Paranjape	Professor of Planning Machinery & Process
Prof. G. Mukharji	Professor of Municipal Administration & Director, Centre for Training and Research in Municipal Administration
Shri K.N. Butani	Project Director, Case Studies Programme
Shri M.M. Kohli**	Project Director, Position Classification Studies
Dr. A.P. Barnabas	Reader in Rural Development Administration
Dr. M.J.K. Thavaraj	Reader in Financial Control and Budgeting
Dr. S.R. Maheshwari	Reader in Organisation & Methods
Shri A. Datta	Reader in Municipal Administration

*Resigned in November 1967.

**Left in April 1968. Shri V.S. Desikachari is presently the Project Director, Position Classification Studies.

Dr. S.K. Goyal

Senior Research Associate, Research
Unit on Planning

Shri B.S. Narula

Secretary to Director; and Secre-
tary, Committee on Case Studies

Shri H.G. Paranjape*

Assistant Editor, IJPA

Shri R.G. Mulgund

Administrative Officer

Shri P. Prabhakaran

Administrative Officer Training

*Left his Part-time assignment as Assistant Editor in June, 1968. Shri
B. S. Narula is presently the Assistant Editor.

APPENDIX VIII
OFFICE-BEARERS OF THE
REGIONAL AND LOCAL BRANCHES

(As on September 30,1968)

REGIONAL BRANCHES

(1) Andhra Pradesh:

Office-bearers:

Chairman (Executive Committee)	Shri K. N. Anantaraman, I.C.S. (Retd.)
	Vigilance Commissioner, Andhra Pradesh.

Hony. Secretary	Shri M. Abid Hussian, I.A.S., Director of Industries, Government of Andhra Pradesh.
-----------------	---

(4) Membership:

Ordinary	103
Life	5
Corporate	14
Associate	5

(2) Gujarat:

Office-bearers:

Chairman (Executive Committee)	Shri Utsavbhai Parikh, Chairman, Gujarat Mineral Development Corporation Ltd.
--------------------------------	---

Hony. Secretary	Shri B.V. Patel, Director, Drugs Control Administration, Gujarat State, Ahmedabad.
-----------------	--

Membership:

Ordinary	47
Life	3
Corporate	5

(3) *Kerala:*

Office-bearers:

Chairman (Executive Committee)	Shri George Thomas, Addl. Secretary to the Government of Kerala
--------------------------------	---

Hony. Secretary	Shri K. V. Kunhunni Menon, Deputy Secretary (Public Deptt.), Government of Kerala, Trivandrum
-----------------	---

Membership:

Ordinary	45
Life	6
Corporate	14

Madhya Pradesh:

Office-bearers:

Chairman (Executive Committee)	Shri R. P. Naik, Additional Chief Secretary, Government of Madhya Pradesh, Bhopal.
--------------------------------	--

Hony. Secretary	Shri R. C. Roy, Additional Secretary, General Administration Department, Government of Madhya Pradesh.
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Membership:

Ordinary	72
Life	4
Corporate	7
Associate	2

(5) *Madras:*

Office-bearers:

Chairman (Executive Committee)	Shri C. A. Ramakrishnan, I.C.S., Chief Secretary, Government of Madras.
--------------------------------	---

Hony. Secretary

1. Shri K. Venkataraman, I.A.S., Under Secretary, Public Health Department, Government of Madras.
2. Shri R. K. Swamy cf M/s Walter Thompson & Co.

Membership:

Ordinary	77
Life	1
Corporate	14

(6) *Maharashtra:*

Office-bearers:

Chairman (Executive Committee)

Shri B. B. Paymaster, Chief Secretary, Government of Maharashtra, Bombay.

Hony. Secretary

Shri J.B. D'souza, I.A.S., General Manager, B.E.S. & T. Undertaking, Bombay.

Membership:

Ordinary	121
Life	24
Corporate	15

(7) *Mysore:*

Office-bearers:

President

Shri Virendra Patil, Chief Minister of Mysore

Chairman (Executive Committee)

Shri K. Narayanaswamy, Chief Secretary to the Government of Mysore

Hony. Secretary

Shri T. S. Narayan Rao, Deputy Secretary, General Administration Department, Government of Mysore.

Membership:

Ordinary	66
Life	3
Corporate	7

(8) *Orissa:*

Office-bearers:

Chairman (Executive Committee) Shri R. N. Singhdeo, Chief Minister of Orissa.

Hony. Secretary Shri U. C. Agarwal, I.A.S., Secretary, Department of Health, Government of Orissa, Bhubaneswar.

Membership:

Ordinary	29
Life	6
Coporate	3

(9) *Punjab* (including Haryana):

Office bearers:

Chairman Shri H. B. Lal, Chief Secretary, Government of Punjab, Chandigarh.

Hony. Secretary Shri J. D. Sharma, Excise & Taxation Commissioner, Government of Haryana, Chandigarh.

Membership:

Ordinary	68
Life	9
Corporate	6
Associate	4

(10) *Rajasthan:*

Office-bearers:

Chairman (Executive Committee) Shri Mohan Lal Sukhadia, Chief Minister, Rajasthan.

Hony. Secretary

Shri Mohindra Singh

Membership:

Ordinary	59
Life	7
Corporate	6
Associate	3

(11) *Uttar Pradesh:*

Office-bearers:

Chairman (Executive Committee) Shri B. B. Lal, Chief Secretary to the Government of Uttar Pradesh.

Hony. Secretary Shri Jagdeo Gupta, Officer on Special Duty (O & M), General Administration Department (Reorganisation), Government of Uttar Pradesh, Lucknow.

Membership:

Ordinary	59
Life	9
Corporate	15
Associate	3

LOCAL BRANCHES

(1) *Ajmer:*

Office-bearers:

President Shri R. D. Mathur, Chairman, Board of Revenue for Rajasthan, Ajmer.

Secretary Shri Satya Narain Singh, Commissioner, Municipal Council, Ajmer.

Joint Secretary Shri J. P. Gupta, Correspondent, All India Radio, Ajmer.

Membership:

Ordinary	13
Corporate	3

(2) *Baroda:*

Office-bearers:

Chairman (Executive Committee) Dr. C. S. Patel, Vice-Chancellor, M. S. University of Baroda.

Hony. Secretary Shri S. J. Coelho, Commissioner, Municipal Corporation, Baroda.

Membership:

Ordinary	23
Life	1
Corporate	2

(3) *Jammu & Srinagar:*

Office-bearers:

Chairman (Executive Committee) Dr. N. Agha, Financial Commissioner, Government of Jammu & Kashmir.

Hony. Jt. Secretaries

1. Shri I. N. Dewan, Barrister-at-Law, Secretary to Government of J. & K.
2. Shri Abdul Aziz Batt, Registrar, University of Jammu & Kashmir.

Membership:

Ordinary	23
Life	1
Corporate	4
Associate	2

(4) *Nagpur:*

Office-bearers:

President Dr. N. R. Deshpande, Head of the Department of Politics, University of Nagpur.

Hony. Secretary

Shri M. K. Deshmukh, Lecturer,
Department of Public Administra-
tion, University of Nagpur.

Membership:

Ordinary	17
Life	1
Corporate	1
Associate	1

(5) *Patna:*

Office-bearers:

Chairman (Executive
Committee)

Shri S. V. Sohoni, Chief Secretary,
Government of Bihar.

Hony. Secretary

Shri S. A. F. Abbas, Chief Admi-
nistrator-cum-Secretary, River Val-
ley Projects Department, Govern-
ment of Bihar, Patna.

Membership:

Ordinary	18
Life	4
Corporate	5
Associate	1

(6) *Poona:*

Office-bearers:

Chairman

Dr. H. V. Pataskar, Vice-Chancel-
lor, University of Poona.

Hony. Secretary

Shri P. R. Dubhashi, I.A.S.,
Director, Vaikunth Mehta Natio-
nal Institute of Cooperative Man-
agement, Poona.

Membership:

Ordinary	15
Life	7
Corporate	2
Associate	1

(7) *Shillong*:

Office-bearers:

Chairman (Executive Committee) Shri A. N. Kidwai, Chief Secretary, Government of Assam.

Hony. Secretary Shri M. Gopalakrishna Naidu, I.A.S.

Membership:

Ordinary	12
Life	2
Corporate	2

(8) *Vallabh Vidyanagar*:

Office-bearers:

Chairman Shri H. M. Patel, I.C.S. (Retd.), Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.

Hony. Secretary Dr. H. J. Pandya, Lecturer in Politics, N. Arts College, Vallabh Vidyanagar.

Membership:

Ordinary	39
Life	1
Corporate	1

THE INDIAN INSTITUTE OF PUBLIC

Receipt and Payment Account for the year

RECEIPTS	Rs.	P.	Rs.	P.
Opening Balances as on 1st April, 1967 : Cash in hand including imprest and postage	7,682	68		
In Current Account with: State Bank of India, New Delhi United Commercial Bank Ltd. First National City Bank, New York	3,93,560	56	88,188	82
	1,85,424	60		
			6,74,856	66
Part 'A'				
Grant received from the Government of India (Recurring)			8,30,000	00
Subscriptions: Life Members Ordinary Members Associate Members Corporate Members	3,775	00	25,888	45
	996	00	23,875	00
				54,534
				45
Rent Received From: Auditorium Residential Quarters Hostel Other Rents Sewage Charges	11,222	27	21,640	87
	1,22,064	27	5,317	11
	300	00		
			1,60,544	52
Fees and Other Receipts: Institute Fees etc. from School Other receipts from School Licence Fee Gain in Exchange	7,893	56	1,300	00
	372	50	2,530	00
	380	16		
			12,476	22
Deposits and Advances: Imprest T.A. Advances U.P. Regional Branch Library Deposit Earnest Money from Contractors Security Deposit from staff Scholars Service Charges Gratuity Reserve Fund Unpaid Salaries Suspense	143	93	3,477	58
	8,000	00	300	00
	370	00	1,700	00
	300	00	3,619	26
	3,023	37	1,328	31
	7,619	71		
			29,587	16
Carried over			17,61,999	01

ADMINISTRATION, NEW DELHI.

ended 31st March, 1968.

PAYMENTS	Rs.	P.	Rs.	P.
Pay and Allowances:				
(a) General Administration	1,59,104	47		
(b) Journal & Publication	41,708	58		
(c) Research	60,630	86		
(d) Library	95,637	59		
(e) Accounts	34,916	81		
(f) School—Teaching Staff	95,266	16		
(g) School & Hostel Staff	83,967	90		
(h) Medical Charges	10,204	05		
(i) Travelling Allowances:				
(i) Institute	2,583	87		
(ii) School	4,490	66	7,074	53
(j) Leave Salary & Pension Contribution (Including C.P.F. Contribution):				
(i) Institute	2,077	21		
(ii) School	1,960	56		
(iii) C.P. Fund	27,295	00	31,332	77
Contribution to Gratuity Fund			6,19,843	72
			15,000	00
Scholarships and Fellowships:				
Students Scholarships	620	96		
Teachers Scholarships	1,642	46		
Research Scholarships	3,161	98		
Senior Fellowships	5,504	18		
Junior Fellowships	33,407	98	44,337	56
Visiting Professors & Lecturers	520	00		
Essay Prize	1,466	40	1,986	40
Publications:				
Periodicals (Journal, etc.)	50,074	52		
Other Publications	26,856	72	76,931	24
Research, Training and Seminars				
Research & Study Group Projects	5,338	71		
Training & Refresher Courses	12,075	79	17,414	50
Honorarium				
Reporters	420	00		
Correspondents	7,282	14		
External Examiners (School)	1,648	00	9,350	14
Carried over			7,84,863	56

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			17,61,999	01
Sale of Journal (including subscriptions & other Publications)	36,378	99		
Royalty	3,582	93		
U.S. A.I.D. Re-imbursemnt	900	00		
Interest on Advances	83	67		
Short Term Trg. & Reference Course	19,400	00		
Conveyance Advances	3,812	96		
Advances Recoverable	436	10		
Festival Advance	803	00		
Overheads charges recovered from the Ministry of Health	12,181	61		
Overheads charges recovered from the N.B.O.	1,767	00		
PART 'B'				
Ford Foundation II Grant	—			
Ford Foundation III Grant	2,73,000	00		
F.F III Grant—Travel Abroad	75,000	00		
Interest on Saving Fund Account	5,009	25	3,53,009	25
PART 'C'				
Grant from Asia Foundation:				
1st Grant	—			
2nd Grant	—			
PART 'D'				
Receipt from I.A.M.R. for Construction of Building.	—			
Other Grants:				
Grant from ARC for Various Studies	52,000	00		
Grant from ARC for the Study Team on Machinery for Planning	24,885	28		
Grant from EROPA for the International Conference on Role of Public Administration in Development	1,500	00		
Grant for the study of Voting Behaviour in India	24,800	00		
Grant from the Council of Scientific & Industrial Research	500	00		
Grant from Rockefeller Foundation	889	76		
Carried over			21,94,354	52

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			7,84,863	56
Library:				
Books	36,647	81		
Periodicals	25,001	37		
Binding Charges	7,194	25		
Equipment	840	00	69,683	43
Office Expenses:				
Printing & Stationery	9,865	17		
Postage & Telegrams	25,124	06		
Telephones	26,977	24	61,966	47
Services & Supplies:				
Conveyance Charges	4,896	82		
Motor Car Expenses	4,750	36		
Liveries	6,335	75		
Office Equipment	6,090	41		
Cycles	(-) 226	40		
Amenities to staff	480	00		
Furnitures & Fixtures	2,600	10		
Garden Equipment	332	00	25,259	04
Building Maintenance & Taxes:				
Rent, Rates & Taxes	31,813	45		
Building Maintenance (including Pay & Allowances of Maintenance staff).	47,168	11		
Electricity & Water charges	45,219	52	1,24,201	08
Contingencies & Miscellaneous:				
Entertainment	1,196	21		
Honorarium to Auditors	1,750	00		
Insurance	586	38		
Advertisement	1,495	97		
Miscellaneous Expenditure Instt.	20,812	19		
Bank Charges.	705	91	26,546	66
Meetings—T. A.			10,116	28
Contribution to Branches			23,953	00
Foreign Affiliation Fee			4,331	25
Advances:				
Conveyance Advances	6,150	00		
Insurance	102	19		
T.A. Advances			—	
TA/DA to Shri B. S. Narula—re-imburseable by the A.R.C.	208	68	6,460	87
Deposits:				
Postage Imprest	1,253	42		
V.K.N. Menon Prize Fund	25	00		
Refund of Security Deposit to Contractors P.A.O., W.H.S. Bombay			—	
Carried over			11,37,381	64

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			21,94,354	52
Grant from Ministry of Health for Urban Centre	1,36,000	00		
Punjab Administrative Reforms Commission	20	25		
Grant for the study on Production of Housing in Delhi	15,000	00		
Grant from Ministry of Home Affairs for Survey of Building Construction Dept. of D.M.C.	33,000	00		
Grant from Ministry of Home Affairs for Executive Development Programme	70,000	00		
Grant from Ministry of External Affairs	5,000	00		
Grant for Survey of Assessment Department of D.M.C.	11,000	00	3,74,595	29
Carried over			25,68,949	81

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			11,37,381	64
Hostel Deposits	200	00		
Imprest to Dr. V. Jaganandham	(—)	100	00	
Fixed Deposit with United Commercial Bank Ltd, N. Delhi (School Prize Fund)	118	78		
Fixed Deposit with State Bank of India (Gratuity— Reserve Fund)	643	00		
Security with D.E.S.U.	2,500	00		
Imprest with Shri P. N. Iyer	100	00		
Imprest with Shri K. Narayanan	100	00	4,840	20
PART 'B'				
Expenditure from Ford Foundation 1st Grant Building Construction				
Expenditure met out from Ford Foundation IIInd Grant				
Case Study Unit	971	50		
Administrative History of India	3,402	10		
Planning Project	82,339	34		
Panchayati Raj and Community Development	9,968	28		
Administrative Support to School	301	95		
Technical Assistance Programme	—			
Library Equipment	690	80	97,673	97
Expenditure met out of Ford Foundation Grant III.				
Communication & Utilization of the result of Research by Industry in Scientific Instt.	31,080	70		
Utilization of the Medical & Agricultural Re- search	18,470	26		
Relation between Scientists & Administrators in Scientific Institutions	9,275	65		
Decision Making in Scientific Institutions	584	00		
Working of the Scientists—Pool	1,014	20		
Recruitment & Promotion—Procedure in A.R.C.	4,562	70		
Carried over			12,39,895	81

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			25,68,949	81
Carried over			25,68,949	81

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			12,39,895	81
Relation between Politician and Administrators	48,407	73		
Relation between Specialist and Administrators	13,901	78		
Machinery & Procedure for Redress of Citizens Grievances	40,105	58		
Career Planning & Placement of Senior Officers at Centre and in the States	30,463	95		
Secrecy of Official Documents	908	65		
Position Classification in Public Services	93,764	53		
Case Studies on Administrative Reforms and their Implementations	1,09,371	30		
Problem of Pricing & Budgeting in Public Enterprises	33,156	31		
Administrative Leadership at the level of Secretaries/Heads of Executive Depts.	12,995	47		
Formulation of Administrative Reforms in Working of A.R.C.	400	00		
Bureaucracy & Development Administration in India	10,721	38		
Union State & Inter-State Relations in Multi Purpose River Valley Project	8,347	20		
Administrative Growth	22,198	98		
In-service Training Programmes and their Role in Commitments of Civil Servants to Organisational Objectives	530	00		
Reorganisation of District Collectors in U.P.	5,072	14		
Combination of Posts and Heads of Executive and Administrative Departments in H.P.	5,266	78		
Administration of Public Enterprises—The Steel Industry	4,604	19		
General Support				
1. Conferences	24,952	65		
2. Library Books	9,656	62		
3. Equipment, etc.	4,012	03		
4. Supporting and Referencing Staff	2,614	49		
5. Bihar Project	10,881	10		
	92,116	89		
System of Payments & Receipts at Treasuries	958	78		
Travel Abroad	61,271	89		
			6,59,551	04
PART 'C'				
Expenditure met from Asia Foundation:				
1st Grant (including grant from Government of India)	31,309	98		
2nd Grant	9,948	66		
			41,258	64
Carried over			19,40,705	49

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			25,68,949	81
Total			25,68,949	81

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

ed : 11th October, 1968.

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			19,40,705	49
PART 'D'				
Expenditure on Building for I.A.M.R.				
PART 'E'				
ARC-Relations between Legislators, Ministers & Civil Servants	18,118	25		
ARC-Relations between Citizens and Administrators	1,822	58		
ARC-Case Studies	30	00		
ARC-Study Team on Machinery for Planning	15,816	21		
ARC-Control of Panchayati Raj Institution	1,713	90	37,500	94
Survey of Building Construction Deptt. of D.M.C.			33,503	62
Centre for Training and Research in Municipal Administration			1,31,902	84
Futuribles			6,864	91
Grant from Council of Scientific & Industrial Research			473	85
Grant for the Study of Voting Behaviour in India			16,303	86
Grant from Min. of Home Affairs for Executive Development Programme			46,974	60
Study on Production of Housing as a result of Control/Decontrol of Rent in Delhi			15,067	64
Grant from Min. of Agr. for Seminar on Agricultural Admn.			1,350	00
Grant from Min. of External Affairs for Conference of Directors of IPA in Commonwealth			7,917	30
Grant from Commonwealth Foundation			10,016	90
Grant from EROPA for International Conference			1	88
Grant from Min. of Education—Social Welfare Administration			177	84
Grant from Min. of Home Affairs—Assessment Department of D.M.C.			2,035	95
Closing Balances:				
Cash in hand	789	24		
In current Account with:				
State Bank of India, N. Delhi	1,02,554	88		
United Commercial Bank Ltd., New Delhi	97,437	12	2,00,781	24
First National City Bank of New York:				
Saving Account	86,435	70		
Current Account	30,935	25	1,17,370	95
Total			25,68,949	81

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-officio Secretary

THE INDIAN INSTITUTE OF

(Statement showing utilisation of the

RECEIPTS	Rs.	P.	Rs.	P.
<i>Subscriptions:</i>				
Life Members	3,775	00		
Ordinary Members	25,888	45		
Associate Members	996	00		
Corporate Members	23,875	00	54,534	45
	<hr/>		<hr/>	
<i>Rents Received from:</i>				
Auditorium	11,222	27		
Residential Quarters	21,640	87		
Hostel	1,22,064	27		
Other Rents	5,317	11		
Sewage Charges	300	00	1,60,544	52
	<hr/>		<hr/>	
<i>Fees & Other Receipts:</i>				
Institute	7,893	56		
Fees etc. from School	1,300	00		
Other Receipts from School	372	50		
License Fee	2,530	00		
Gain in Exchange	380	16	12,476	22
	<hr/>		<hr/>	
Sale of Journal (Including Subscription and other Publications)			36,378	99
Royalty			3,582	93
Interest on Advances			83	67
Refund of Conveyance Advances			3,812	96
Short-term Training and Refresher Courses			19,400	00
Grant received from the Government of India (Recurring)			8,30,000	00
Overheads charges recovered from the Ministry of Health			12,181	61
Overheads charges recovered from the National Buildings Organisation			1,767	00
	<hr/>		<hr/>	
Carried over			11,34,762	35

PUBLIC ADMINISTRATION, NEW DELHI.

Grant from Government of India for 1967-68)

PAYMENTS	Rs.	P.	Rs.	P.
Pay and Allowances:				
(a) Administration	1,59,104	47		
(b) Journal & Publication	41,708	58		
(c) Research	60,630	86		
(d) Library	95,637	59		
(e) Accounts	34,916	81		
(f) School-Teaching Staff	95,266	16		
(g) School & Hostel Staff	83,967	90		
(h) Medical Charges	10,204	05		
(i) Travelling Allowances:				
Institute	2,583	87		
School	4,490	66	7,074	53
(j) Leave Salary & Pension Contribution (including C.P.F. Contributions):				
(i) Institute	2,077	21		
(ii) School	1,960	56		
(iii) C.P.F. Contribution	27,295	00	31,332	77
Contribution to Gratuity Fund			6,19,843	72
			15,000	00
Scholarships and Fellowships				
Student Scholarships	620	96		
Teachers Scholarships	1,642	46		
Research Scholarships	3,161	98		
Senior Fellowships	5,504	18		
Junior Fellowships	33,407	98	44,337	56
Visiting Professors & Lecturers				
Essay Prize	520	00		
	1,466	40	1,986	40
Publications				
Periodical (Journal)	50,074	52		
Other Publications	26,856	72	76,931	24
Research, Training and Seminars:				
Research & Study Group Projects	5,338	71		
Training & Refresher Courses	12,075	79		
Seminars	—	—		
Conference Abroad	—	—	17,414	50
Honorarium:				
Reporters	420	00		
Correspondents	7,282	14		
External Examiners (School)	1,648	00	9,350	14
Carried over			7,84,863	56

RECEIPTS	Rs.	P.	Rs.	P.
Brought forward			11,34,762	35
Total			11,34,762	35

Certified that the recurring grant of Rs. 8,30,000 received from the Government of India for the year 1967-68 by the Indian Institute of Public Administration was utilised during the period for the purpose for which it was sanctioned, as mentioned in the foregoing statement.

Dated: 11th October, 1968.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

PAYMENTS	Rs.	P.	Rs.	P.
Brought forward			7,84,863	56
Library:				
Books	36,647	81		
Periodicals	25,001	37		
Binding Charges	7,194	25		
Equipment	840	00		
Less: Met from FF II Grant	69,683	43	2,308	42
			67,375	01
Office Expenses:				
Printing & Stationery	9,865	17		
Postage & Telegrams	25,124	06		
Telephones	26,977	24		
			61,966	47
Services and Supplies:				
Conveyance Charges	4,896	82		
Motor Car Expenses	4,750	36		
Liveries	6,335	75		
Office Equipment	6,090	41		
Cycles	(—)226	40		
Amenities to Staff	480	00		
Furnitures & Fixtures	2,600	10		
Garden Equipment	332	00		
			25,259	04
Building Maintenance and Taxes				
Rent, Rates & Taxes	31,813	45		
Building Maintenance (including Pay & Allowances of Maintenance Staff)	47,168	11		
Electricity & Water Charges	45,219	52		
			1,24201	08
Contingencies and Miscellaneous:				
Entertainment	1,196	21		
Honorarium to Auditors	1,750	00		
Insurance	586	38		
Advertisement	1,495	97		
Miscellaneous	20,812	19		
Bank Charges	705	91		
			26,546	66
Meetings—T.A.				
Contribution to Branches	10,116	28		
Foreign Affiliation Fee	23,953	00		
Advances Recoverable—Conveyance Advances	4,331	25		
			6,150	00
Total			11,34,762	35

D. L. MAZUMDAR
Hon. Treasurer

J. N. KHOSLA
Director & Ex-officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

(Income & Expenditure Account

EXPENDITURE	Rs.	P.	Rs.	P.
To Pay and Allowances:				
Institute office, Library, Research & Publication	4,09,089	34		
School—Teaching Staff	92,923	26		
School & Hostel Staff	84,233	47		
			5,86,246	07
,, Travelling Allowances:				
Institute	2,583	87		
School	4,490	66		
			7,074	53
,, Leave Salary & Pension and C.P.F. Contributions				
,, Scholarships & Fellowships			31,332	77
,, Contribution to Gratuity Reserve Fund			44,294	26
			15,000	00
,, Publications:				
Periodicals	51,470	71		
Other Publications	28,012	91		
			79,483	62
,, Research, Training and Seminar				
Research & Study Groups Projects Seminars	5,028	05		
Seminars		—		
Conferences Abroad		—		
Training & Refresher Courses	12,075	79		
			17,103	84
,, Essay Prize				
			1,466	40
,, Honorarium:				
Correspondents	7,282	14		
Reporters	420	00		
External Examiners (School)	1,648	00		
Visiting Professor & Lecturers	520	00		
			9,870	14
,, Library:				
Newsletters & Periodicals	25,001	37		
Book Binding charges	7,194	25		
			32,195	62
,, General Charges—Institute:				
Printing & Stationery	16,726	33		
Water & Electricity charges	41,387	67		
Rates & Taxes	31,813	45		
Amenities to staff	480	00		
			90,407	45
,, General charges—School & Hostel				
			3,911	79
Carried over				
			9,18,386	49

ADMINISTRATION, NEW DELHI.

for the year ended 31st March, 1968.

INCOME	Rs.	P.	Rs.	P.
By Subscriptions:				
Ordinary Members	31,080	69		
Associate Members	1,009	00		
Corporate Members	24,526	50		
Transfer from the Life Membership—Capital Fund	3,468	54	60,084	73
„ Rent Receipts:				
Auditorium	11,461	67		
Residential Quarters	22,004	31		
Hostel	81,680	01		
Sewage charges	300	00		
Other Rents	6,992	11	1,22,438	10
„ Subscription to and Sale of Journal			16,522	04
„ Sale of Other Publications			19,967	94
„ Royalty on other Publications			2,246	10
„ Fees etc. from School			15	00
„ Interest on Advances			83	67
„ Miscellaneous Income			13,380	62
„ Grant from Min. of Home Affairs for Short-term Courses			19,400	00
„ Grant received from the Govt. of India for the year 1967-68			8,30,000	00
„ The Min. of Health for Overheads in r/o the Centre for Training & Research in Municipal Admn.			[12,181	61
„ The National Buildings Organisations for Overheads in r/o the Study 'Production of Housing, etc. in Delhi'.			1,767	00
„ Transfer from Ford Foundation Grant II to meet relevant expenditure (per contra)			1,00,670	72
„ Purchases out of Ford Foundation Grant II			2,308	42
Carried over			12,01,065	95

EXPENDITURE	Rs.	P.	Rs.	P.
Brought Forward			9,18,386	49
To Services and Supplies:				
Postage & Telegrams	25,124	06		
Telephones	28,077	24		
Motor Car Expenses	4,750	36		
Liveries	6,335	75		
Conveyance	4,896	82	69,184	23
Contingencies and Miscellaneous:				
Insurance	586	38		
Entertainment	1,196	21		
Honorarium to Auditors	1,750	00		
Bank Charges	705	91		
Advertisement	863	46		
Miscellaneous	17,718	31	22,820	27
Meetings—T.A.			10,116	28
Contribution to Branches			23,953	00
Foreign Affiliation Fee			4,331	25
Maintenance of Building & Garden			47,503	16
Depreciation			1,78,580	26
Arrears of Subscription written off			22,556	25
Expenditure met out of Ford Foundation Grant II:				
Case Study	613	25		
Adm. History of India	3,476	40		
Planning Project	83,063	62		
Panchayati Raj & Comm. Dev.	10,364	53		
Adm. Support to School	153	70		
Office Equipment	690	80		
Library Development	2,308	42	1,00,670	72
Expenditure met out of Ford Foundation Grant III:				
Communication & Utilisation of the result of Research by Industry in Scientific Institutions	30,421	21		
Utilization of the Medical and Agricultural Research	18,470	26		
Relations between Scientists & Administrators in Scientific Institutions	9,275	65		
Decision Making in Scientific Institutions	84	00		
Working of the Scientists Pool	1,014	20		
Recruitment & Promotion Procedure in A.E.C.	4,562	70		
Relations between Politicians & Administrators at District Level	52,515	03		
Relation between Specialists and Administrators	13,901	78		
Machinery & Procedure for Redress of Citizens' Grievances	37,641	92		
Career Planning & Placement of Senior Officers at Centre and in the States	29,378	80		
Secrecy of Official Documents	908	65		
Position Classification in Public Services	97,631	66		
Carried over			13,98,101	91

INCOME	Rs.	P.	Rs.	P.
Brought Forward			12,01,065	95
By Transfer from Ford Foundation Grant III to meet relevant expenditure (per contra)			6,80,641	02
" Excess of expenditure over income carried over to Balance Sheet			1,97,035	96
Carried over			20,78,742	93

EXPENDITURE	Rs.	P.	Rs.	P.
Brought Forward			13,98,101	91
Case Studies on Adm. Reforms & their Implementations	1,14,892	20		
Problem of Pricing & Budgeting in Public Enterprises	32,890	24		
Administrative Leadership at the Level of Secretaries/Heads of Executive Departments	13,295	47		
Formulation of Admininistrative Reforms Working of A.R.C.	800	00		
Bureaucracy & Development Administration in India	13,522	63		
Union-State & Inter-State Relations in Multi-Purpose River Valley Project	7,477	20		
Administrative Growth	22,423	89		
In-service Training Programmes and their Role in Commitments of Civil Servants to Organisational Objectives	530	00		
Reorganisation of District Collectorates in U.P.	5,072	14		
Combination of Posts of Heads of Executive & Administrative Departments in H.P.	6,530	64		
Administration of Public Enterprises—the Steel Industry	4,604	19		
General Support:				
1. Conferences	24,952	65		
2. Library Books	9,656	62		
3. Equipments, etc.	4,012	03		
4. Supporting & Referencing Staff, etc.	42,235	24		
1 ihar Project	10,881	10		
	91,737	64		
System of Payment & Receipts at Treasuries.	958	78		
Travel Abroad.	70,100	14	6,80,641	02
Total			20,78,742	93

Dated: 11th October, 1968

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

INCOME	Rs.	P.	Rs.	P.
Brought Forward			20,78,742	93
Total			20,78,742	93

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-officio Secretary

APPENDIX
THE INDIAN INSTITUTE OF PUBLIC
Balance Sheet as at

LIABILITIES	Rs. P.	Rs. P.
GRANTS: As per Schedule 'A' Attached		2,78,263 00
FUNDS: As per Schedule 'B' Attached		41,53,158 88
DEPOSITS: Security Deposits Other Deposits	32,632 69 11,978 95	44,611 64
LIABILITIES & PROVISIONS		
As per Schedule 'C' Attached		1,06,964 86
Receipt from I.A.M.R. for Construction of Building.		7,03,000 00
Total		52,85,998 38

Examined and Found Correct.
S.VAIDYANATH AIYAR & CO
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

XI

ADMINISTRATION, NEW DELHI.

31st March, 1968

ASSETS	Rs.	P.	Rs.	P.
Fixed Assets:				
Gross Block at Cost:	53,75,912	26		
Less: Depreciation written off up-to-date (As per Schedule 'D' Attached)	14,93,640	98	38,82,271	28
Investments At Cost:				
Shares in IIPA Co-operative Stores.			2,500	00
Current Assets, Loans And Advances				
Stock of Paper, Stationery and Publications.	41,052	92		
Sundry Debtors	85,364	93		
Cash and Bank Balances.	4,14,446	72		
Advances	32,412	24		
Deposits	25,103	45	5,98,300	26
Expenditure on IAMR Building			7,20,247	53
Income & Expenditure Account:				
Excess of Expenditure over Income (as per accounts annexed).	1,97,035	96		
Less : Excess of Income over Expenditure (as per last Balance Sheet).	1,14,436	65	82,599	31
Total			52,85,958	38

J.N. KHOSLA
Director & Ex Officio Secretary

ASOKA MEHTA.
Chairman

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A'

Sources	Amount as per last Balance Sheet		Receipts/Adjust- ments during the year		Total	Expenditure during the year	Balance Sheet	
	Rs.	P.	Rs.	P.				
Ford Foundation	8,690	00	—		8,690	00	—	8,690 00
Grant I	1,13,87	49	—		1,13,877	49	1,00,670	72
Grant II	4,36,239	91	3,53,009	25	7,89,249	16	6,80,641	02
Grant III	24,733	39	—		24,733	39	6,954	91
Futuribles	3,495	36	1,498	12	4,993	48	—	4,993 48
EROPA Sectt., Manila								
Asia Foundation								
Grant I (including the grant-in-aid from Government)	91,118	00	—		91,118	00	30,815	98
Grant II	12,291	29	—		12,291	29	8,232	27
Administrative Reforms Com- mission	(—) 2,0118	27	52,000	00	21,881	73	17,605	83
Ministry of External Affairs	6,084	22	5,000	00	11,084	22	7,917	30
Ministry of Health, Family Planning & U. D.	(—) 8,720	61	1,36,000	00	1,27,279	39	1,26,218	85
Ministry of Agriculture	9,284	71	—		9,284	71	1,350	00

Ministry of W. H. & S.

(1) For Survey of Building Construction Dept of D.M.C.	(-) 1,349 52	33,000 00	31,650 48	31,152 46	498 02
(2) For Survey of Asstt. Deptt. of D.M.C.	— 177 84	11,000 00	11,000 00	4,577 91	6,422 09
Ministry of Education	—	—	177 84	177 84	—
National Building Organisation (Ministry of W.H.&S.)	5,000 00	15,000 00	20,000 00	16,047 35	3,952 65
Research Programme Committee	—	24,800 00	24,800 00	17,998 86	6,801 14
Planning Commission	—	500 00	500 00	473 85	26 15
Council of Scientific & Industrial Research	—	70,000 00	70,000 00	51,323 98	18,676 02
Ministry of Home Affairs for Executive Development Programme	—	—	—	—	—
Ministry of Home Affairs (For Case Study)	7,840 95	—	7,840 95	30 00	7,810 95
Commonwealth Foundation	10,016 90	—	10,016 90	10,016 90	—
Punjab Administrative Reforms Commission	(-) 20 25	20 25	—	—	—
Rockefeller Grant	(-) 889 76	889 76	—	—	—
Total	7,28,850 06	7,02,717 38	13,90,469 03	11,12,206 03	2,78,263 00
	(-) 41,098 41				

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'B—Forming Part of Balance Sheet as at 31st March, 1968.

RESERVES & FUNDS	Rs.	P.	Rs.	P.
Life Membership Capital Fund : As per last Balance Sheet	30,910	44		
<i>Add : Life Membership fees received during the year</i>	3,775	00		
	34,685	44		
Less : Adjusted to Income & Expenditure Account	3,468	54	31,216	90
Building Fund : As per last Balance Sheet	40,24,029	88		
<i>Adjustments during the year</i>	—		40,24,029	88
Fraternity Reserve Fund : As per last Balance Sheet	7,079	09		
<i>Add : Amount provided during the year</i>	15,000	00		
<i>Interest on Fixed Deposits</i>	13,920	56	91,999	65
Annual School Prize Fund : As per last Balance Sheet	3,735	74		
<i>Add : Interest received during the year</i>	373	44		
<i>Donations received during the year</i>	40	00		
Less : Prize given during the year	4,149	18		
	231	26	3,917	92
V. K. N. Menon Prize Fund : As per last Balance Sheet'	2,019	53		
<i>Add : Interest received during the year</i>	140	00		
	2,159	53		
Less : Prizes given during the year	165	00	1,994	53
TOTAL			4153,158	88

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

J. N. KHOSLA
Director & Ex-Officio Secretary

D. L. MAZUMDAR
Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

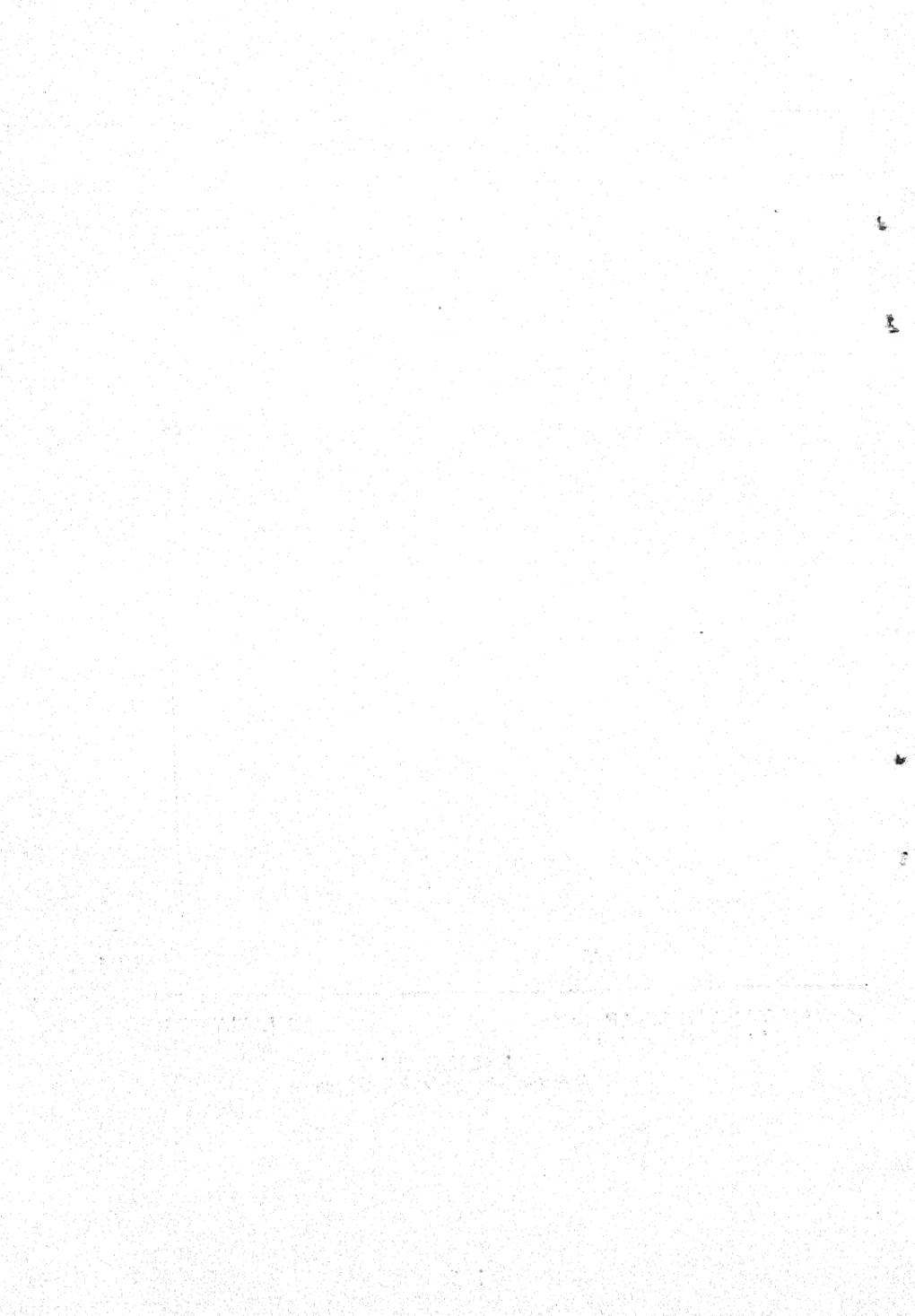
Schedule 'C'—Forming Part of the Balance Sheet as at 31st March, 1968

LIABILITIES AND PROVISIONS	Rs.	P.
For Expenses	98,927	09
Unpaid Salaries	1,936	39
Service Charges	3,110	00
Subscriptions received in advance	2,991	38
TOTAL	1,06,964	86

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

J. N. KHOSLA
Director & Ex-Officio Secretary

D. L. MAZUMDAR
Hon. Treasurer



THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Schedule 'D'—Forming Part of the Balance Sheet as at 31st March, 1968

Sl. No.	Particulars	Cost upto 31-3-1967	Additional Ad- justment due during the year	Balance cost	Rate	DEPRECIATION		Written down value as on 31-3-68
						Upto 31-3-67	For the year	
1. Buildings		37,13,481	73	—	37,13,481	73	2½%	5,15,196
2. Furniture & Fixtures		3,71,508	92	2,600	10	3,74,109	02	6%
3. Library Books		7,74,752	87	36,647	81	8,11,400	68	15%
4. Office Equipment		1,74,722	31	6,090	41	1,80,812	72	5%
5. Library Equipment		78,552	53	840	00	79,392	53	6%
6. Film Projector		71,187	73	—	71,187	73	15%	32,939
7. Air-Conditioning Equipment		65,143	77	—	65,143	77	15%	29,234
8. Stage Equipment		28,701	54	—	28,701	54	15%	13,610
9. Water Cooler		17,212	89	—	17,212	89	15%	10,498
10. Motor Car		14,712	84	—	14,712	84	20%	10,051
11. O. & M. Equipment		8,123	50	—	8,123	50	15%	5,059
12. Garden Equipment		1,196	84	332	00	1,528	84	15%
13. Sundry Equipment		403	05	—	403	05	6%	152
14. Hostel Mess Equipment		467	06	—	467	06	6%	182
15. Bicycles		2,595	62	(—) 377	27	2,218	35	15%
16. Library Development		7,016	01	—	7,016	01	15%	1,643
TOTAL		53,29,779	21	46,133	05	53,75,912	26	13,15,068
								72
								1,78,572
								26
								14,93,640
								98
								38,82,271
								28

Note : The above do not include the following assets purchased out of Ford Foundation Grant III and R.P.C. grant : (a) Library Books Rs. 9,766.51 (b) Office Equipment Rs. 10,977.09 (c) Type Writer Rs. 998.80.

S. VAIDYANATH AYYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E'—Forming Part of Balance Sheet as at 31st March, 1968

CURRENT ASSETS	Rs.	P	Rs.	P
Stock of Papers, Stationery & Publications (At cost as certified by the Administrative officer).			41,052	92
Sundry Debtors (Considered Good)				
Subscriptions Receivable	35,970	25		
Bills Receivable	6,281	35		
Dues from Asia Publishing House	10,792	01		
Dues S. Chand & Co.	168	75		
Tuition Fees outstanding	540	00		
Rents outstanding for staff qtrs.	3,069	12		
Rents outstanding for hostel	24,503	05		
Rent outstanding for Auditorium	4,040	40	85,364	93
Cash and Bank Balance				
Cash in hand including Imprest & Postage	3,161	76		
Balance with Scheduled Banks				
In Current Account	1,99,992	00		
Balance in foreign Banks	1,17,370	95		
In Deposit Accounts				
School Prize Fund	3,323	01		
G. R. Fund	88,599	00		
V.K.N. Menon Prize Fund	2,000	00	4,14,446	72
Advances Accountable/Recoverable				
A.R.C. Reimbursement Account	208	68		
T.A. Advances	4,059	80		
Staff Advance for purchase of Conveyance	8,213	00		
Suspense	3,668	30		
Imprest to Shri K. Narayanan	100	00		
Advances Recoverable	27	20		
Imprest to Shri P. N. Iyer	100	00		
A. R. C. Study Team on the Machinery for Planning	16,035	26	32,412	24
D.E.S.U.	10,220	00		
O. Y. Telephones	11,925	00		
Trunk Calls	200	00		
D.D.A.	500	00		
Post Master, New Delhi	100	00		
P. A. O., W. H. S. Bombay	1,706	28	24,651	28
Income Tax deducted at source recoverable			301	30
Amount recoverable from Shri Suresh Kumar			150	87
TOTAL			5,98,380	26

S. VAIDYANATH AIYAR & CO. Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E'—Forming Part of Balance Sheet as at 31st March, 1968

CURRENT ASSETS	RS.	P	RS.	P
Stock of Papers, Stationery & Publications (At cost as certified by the Administrative officer).			41,052	92
Sundry Debtors (Considered Good)				
Subscriptions Receivable	35,970	25		
Bills Receivable	6,281	35		
Dues from Asia Publishing House	10,792	01		
Dues S. Chand & Co.	168	75		
Tuition Fees outstanding	540	00		
Rents outstanding for staff qtrs.	3,069	12		
Rents outstanding for hostel	24,503	05		
Rent outstanding for Auditorium	4,040	40	85,364	93
Cash and Bank Balance				
Cash in hand including Imprest & Postage	3,161	76		
Balance with Scheduled Banks				
In Current Account	1,99,992	00		
Balance in foreign Banks	1,17,370	95		
In Deposit Accounts				
School Prize Fund	3,323	01		
G. R. Fund	88,599	00		
V.K.N. Menon Prize Fund	2,000	00	4,14,446	72
Advances Accountable/Recoverable				
A.R.C. Reimbursement Account	208	68		
T.A. Advances	4,059	80		
Staff Advance for purchase of Conveyance	8,213	00		
Suspense	3,668	30		
Imprest to Shri K. Narayanan	100	00		
Advances Recoverable	27	20		
Imprest to Shri P. N. Iyer	100	00		
A. R. C. Study Team on the Machinery for Planning	16,035	26	32,412	24
D.E.S.U.	10,220	00		
O. Y. Telephones	11,925	00		
Trunk Calls	200	00		
C.D.A.	500	00		
Post Master, New Delhi	100	00		
P. A. O., W. H. S. Bombay	1,706	28	24,651	28
Income Tax deducted at source recoverable			301	30
Amount recoverable from Shri Suresh Kumar			150	87
TOTAL			5,98,380	26

S. VAIDYANATH AIYAR & CO. D. L. MAZUMDAR J. N. KHOSLA
Chartered Accountants Hony. Treasurer Director & Ex-Officio Secretary

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC
BUDGET ESTIMATES

RECEIPTS

	Actuals 1966-67	Budget 1967-68	Revised Budget 1967-68	Estimates 1968-69
	Rs.	Rs.	Rs.	Rs.
1. SUBSCRIPTIONS :				
(a) Ordinary Members	34,412	30,000	30,000	34,000
(b) Associate Members	792	700	700	1,000
2. CORPORATE MEMBERS :				
State Governments, Universities & other organisations	25,358	18,000	18,000	25,000
3. SALE OF JOURNAL & OTHER PUBLICATIONS	22,226	33,000	33,000	40,000
4. ROYALTIES	4,820	3,000	3,000	3,000
5. INTEREST	355	500	200	200
6. RENT FROM RESIDENTIAL QUARTERS	26,928	26,500	26,500	27,500
7. AUDITORIUM	16,041	10,000	10,000	10,000
8. HOSTEL RENTS	87,214	86,100	101,000	78,000
9. MISCELLANEOUS RECEIPTS	6,633	6,000	6,000	6,000
10. ADVANCES RECOVERABLE	11,771	8,000	5,000	8,000
11. OTHER RENTS	3,420	5,000	5,000	5,000
12. SCHOOL FEES	8,945	8,000	1,900	—
13. TRAINING & REFRESHER COURSES	12,100	38,400	19,400	14,600
14. Receipts from Ministry of Health to meet the expenditure on over- heads of the Centre for Training & Research in Municipal Ad- ministration	—	—	15,400	18,400
TOTAL	2,61,015	2,73,200	2,75,100	2,70,700

ADMINISTRATION, NEW DELHI

FOR 1968-69

PAYMENTS

	Actuals 1966-67	Budget Estimates 1967-68	Revised Estimates 1967-68	Budget Estimates 1968-69
<i>Part I—Headquarters of the Institute</i>				
A.1 EDUCATION, TRAINING & RESEARCH DIVISION				
(a) Pay & Allowances—				
Teaching Staff	86,059	115,700	99,000	224,800
(b) Pay & Allowances—				
Office Staff	53,511	63,200	62,200	62,300
(c) Honorarium to External Examiners	1,977	3,500	1,900	—
(d) Scholarships to Students	2,444	6,000	700	—
(e) Visiting Professors	1,040	—	—	—
TOTAL	145,031	188,400	163,800	287,100
A.2 RESEARCH STAFF SCHOLARSHIPS & FELLOWSHIPS				
(a) Pay & Allowances—				
Research Staff	44,666	97,200	63,700	60,000
(b) Research & Study Groups	6,745	11,400	5,200	3,300
(c) Senior Fellowships	22,373	36,000	5,500	40,000
(d) Junior Fellowships	18,548	21,600	32,300	40,000
(e) Research Scholarships	7,514	12,000	3,200	—
(f) Teachers Scholarships	6,834	14,400	1,700	—
(g) Essay Prize	1,614	1,500	1,500	2,000
TOTAL	108,294	194,100	113,100	154,300
A.3 TRAINING & REFRESHER COURSES				
	11,879	38,400	10,000	14,600
A.4 SEMINARS & CONFERENCES :				
(a) Seminars	—	10,000	—	—
(b) Honorarium to Reporters	380	1,000	500	500
(c) Conferences Abroad	(—)3,212	1,000	—	—
(d) Foreign Affiliations	4,263	5,400	4,400	4,400
TOTAL	1,431	17,400	4,900	4,900
A.5 PUBLICATIONS				
(a) Periodicals	47,817	45,000	45,000	35,000
(b) Others	18,355	20,000	25,000	15,000
(c) Honorarium to Correspondents	8,400	9,000	9,000	9,000
(d) Pay & Allowances	51,619	57,300	38,800	40,200
To al	126,191	131,300	117,803	99,200

RECEIPTS

	Actuals 1966-67	Budget 1967-68	Revised Budget 1967-68	Estimates 1968-69
Brought Forward	2,61,015	2,73,200	2,75,100	2,70,700
NET-IN-AID FROM GOVERNMENT OF INDIA	8,30,000	12,18,000	8,30,000 7,800	10,00,000 —
GRAND TOTAL	10,91,015	14,91,200	11,12,900	12,70,700

P A Y M E N T S

	Actuals 1965-57	Budget Estimates 1967-68	Revised Estimates 1967-68	Budget Estimates 1968-69
A.6 LIBRARY :				
(a) Books	15,492	25,000	30,000	22,000
(b) Periodicals & Binding	35,973	25,000	25,000	20,000
(c) Equipment	8,461	1,700	1,700	1,000
(d) Pay & Allowances	81,851	89,800	93,800	96,900
TOTAL	141,777	141,500	150,500	139,900
A.7 JOINT DIRECTOR/ DY. DIRECTOR :				
TOTAL A. 1 to A. 7	534,603	737,200	562,900	700,000
B. ADMINISTRATIVE SERVICES INCLUDING SERVICE TO MEMBERS				
(a) Pay & Allowances—				
Administration	1,49,654	1,40,400	1,53,000	1,69,600
(b) Pay & Allowances—Accounts	31,662	35,000	35,500	37,900
(c) Meetings	6,580	13,000	10,000	10,000
TOTAL	1,87,896	1,88,400	1,98,500	2,17,500
C. ITEM'S OF EXPENDITURE COMMON TO A & B				
(a) Contribution to CPF including Leave Salary pension contributions in respect of deputationists	32,565	35,000	35,000	35,000
(b) Gratuity	15,000	15,000	15,000	15,000
(c) Travelling Allowances	9,085	10,500	8,400	8,500
(d) Medical Expenses	11,760	12,500	12,500	12,500
(e) Office Expenses	75,114	56,000	56,000	56,000
(f) Services & Supplies	29,290	21,500	21,500	21,500
(g) Building Maintenance & Taxes	1,12,334	1,21,000	1,21,000	1,21,000
(h) Hostel	17,000	19,500	19,500	20,200
(i) Miscellaneous	36,379	34,600	30,600	31,000
TOTAL	3,38,527	3,25,600	3,19,500	3,20,700
D. OTHER ITEMS:				
(a) Share of Membership Fee to Branches	9,745	15,000	7,500	7,500
(b) Advances Recoverable	5,944	7,000	12,000	10,000
(c) Provision for increase in the rates of D.A.	—	18,000	—	—
TOTAL	15,689	40,000	19,500	17,500
TOTAL A TO D	10,76,715	12,91,200	11,00,400	12,55,700
<i>Part II—Regional & Local Branches</i>				
Regional & Local Branches	14,300	2,00,000	12,500	15,000
TOTAL PART I AND PART II	10,91,015	14,91,200	11,12,900	12,70,700